

# **SHELBY COUNTY, TENNESSEE**

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## **PROPOSED BUDGET SUMMARY Fiscal Year 2017**



**Mark H. Luttrell, Jr., Mayor**

**Prepared by the Department of Finance:**

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***Aerial Cover Photography Courtesy of Pete McCarty***



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Shelby County Government  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Shelby County Government, Tennessee for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communication device.

This award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Shelby County Government Proposed Budget Summary for Fiscal 2017

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## **INTRODUCTION**

## **Shelby County Officials**

### **Shelby County Board of Commissioners**

**July 1, 2015 – June 30, 2016**

***Terry Roland, Chairman, District 1***

***Van Turner, Chairman Pro Tempore, District 12***

George Chism	<b>District 2</b>	Walter Bailey, Jr.	<b>District 8</b>
David Reaves	<b>District 3</b>	Reginald Milton	<b>District 10</b>
Mark Billingsley	<b>District 4</b>	Eddie Jones	<b>District 11</b>
Heidi Shafer	<b>District 5</b>	Steve Basar	<b>District 13</b>
Willie Brooks	<b>District 6</b>	Justin Ford	<b>District 9</b>
Melvin Burgess	<b>District 7</b>		

### **Elected Officials**

Assessor of Property	Cheyenne Johnson
Attorney General	Amy P. Weirich
County Clerk	Wayne Mashburn
County Mayor	Mark H. Luttrell, Jr.
County Register	Tom Leatherwood
County Trustee	David Lenoir
Juvenile Court Clerk	Joy Toulaitos
Chancery Court Clerk & Master	Donna Russell (Appointed)
Circuit Court Clerk	Jimmy Moore
Criminal Court Clerk	Richard DeSaussure
General Sessions Court Clerk	Edward L. Stanton, Jr.
Probate Court Clerk	Paul Boyd
Sheriff	Bill Oldham

### **Shelby County Administrative Officials**

***Mark H. Luttrell, Jr., Mayor***

Chief Administrative Officer	Harvey Kennedy
Chief Information Officer	John Halbert
Director of Administration and Finance	Mike Swift
County Attorney	Ross Dyer
Director of Planning and Development	Richard S. Copeland
Director of Public Works	Tom Needham
Director of Corrections	William Gupton
Director of Health Services	Alisa Haushalter
Director of Community Services	Martha Lott

**Vasco A. Smith Administration Building**

160 North Main Street

Memphis, Tennessee 38103

<http://www.shelbycountyttn.gov>





### **Budget Development Guidelines**

Although each fiscal year presents different circumstances and challenges, adherence to several underlying financial policies has successfully guided the Administration and County Commission in budget development. This shared fiscal discipline has placed Shelby County Government in a strong financial position to deal with current and future economic challenges.

#### ***What are the basic goals that guide the budget development process?***

- To maintain structural budget balance by limiting recurring expenditures to reasonable projections of recurring revenues
- To maintain an appropriate fund balance to ensure a continued strong financial position for optimal credit ratings, sufficient cash flow, and resources for emergencies
- To maintain a stable property tax rate to allow adaptability to cyclical economic conditions or fiscal circumstances
- To adhere to the Debt Reduction Plan by limiting Capital Improvement Plan to a maximum annual County expenditure of \$75 million
- To provide a compensation package of salary and benefits that will attract and retain a productive workforce
- To fully fund Pension and OPEB (other post-employment benefits) retirement plans
- To actively seek to reduce or minimize expenditures through efficiency, technology, innovation or identification of alternate funding sources
- To continue to minimize the size of County government by focusing on the required core services of public safety, education, and health

#### ***What indicators measure our success in meeting those goals?***

- Growth in General Fund Balance since 2010 from 21% of revenue to 29%
- Agency bond ratings maintained at AA+/AA1 during that period
- General Obligation Debt reduced by almost \$500 million since 2010
- Average Annual Expenditure growth limited to only 1% per year since 2010, including compensation, benefits and operational cost increases
- Reduction of 112 General Fund positions since 2010 to achieve a sustainable level of expenditures, while providing increases to support public safety and judicial functions
- No use of short term borrowing or fund balance for recurring expenditures
- Pension and OPEB obligations funded at 100% of annual required contribution (ARC); Capital expenditures maintained within level specified by Debt Reduction Plan

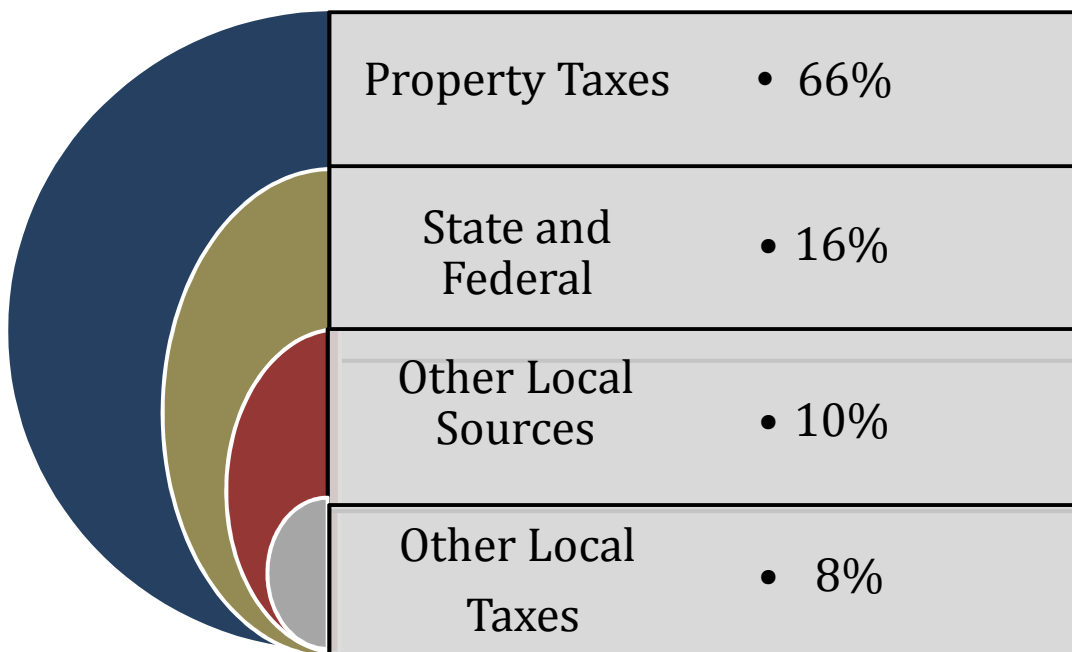
**Proposed Budget Overview**

The Proposed Budget for Fiscal Year 2017 is based on a total revenue projection of \$1,164,134,065. This amount is 1.0% above actual FY15 collections. The property tax revenue is based on the current tax rate of \$4.37 with a penny value of \$1,702,000.

Major revenue source categories are shown below with a comparison of the relative contribution of each category to the prior year amended budget:

<b>Revenue Category</b>	<b>FY17 Amount</b>	<b>FY17%</b>	<b>FY16%</b>
Property Taxes	\$ 768,874,000	66.0%	63.4%
Intergovernmental-State	147,610,103	12.7%	14.0%
Other Local Taxes	91,607,000	7.9%	8.5%
Fines, Fees & Permits	97,465,495	8.4%	8.1%
Intergovernmental-Federal	35,488,768	3.0%	4.2%
Charges for Services	15,995,247	1.4%	1.4%
Other Revenue/Interest	7,093,451	0.6%	0.5%
<b>Total Revenue</b>	<b>\$ 1,164,134,065</b>	<b>100.0%</b>	<b>100.0%</b>

Major Revenue Categories for FY17



A more detailed analysis of revenue sources is provided in the "All Funds Summary" and the "General Fund Summary" sections of this document.

## INTRODUCTION

## Budget Overview

Revenue is also recorded by fund type on the basis of property tax allocations or the specific nature of the revenue source, as follows:

<u>Revenue Fund Type</u>	<u>FY17 Amount</u>	<u>FY17%</u>	<u>FY16%</u>
Education Fund	\$ 399,971,000	34.4%	32.8%
General Fund	386,318,258	33.2%	31.9%
Debt Service Fund	152,595,036	13.1%	14.2%
Grant Funds	97,034,754	8.3%	10.4%
Enterprise Funds	79,101,533	6.8%	6.7%
Special Revenue Funds	40,216,865	3.5%	3.3%
Internal Service Funds	8,896,618	0.8%	0.7%
<b>Total Revenue</b>	<b>\$ 1,164,134,065</b>	<b>100.0%</b>	<b>100.0%</b>

Major funds are those that constitute more than 10% of total revenue. For Shelby County, the General Fund, Education Fund and Debt Service Fund qualify as major funds. Although our focus is often placed on the General Fund and its impact on our residents and businesses, it is important to recognize that significant services are also provided to the community through Grants, Special Revenue Funds such as Roads and Bridges or Mosquito Control, and Enterprise Funds such as Fire Services, Codes Enforcement and Corrections.

### Property Tax Revenue



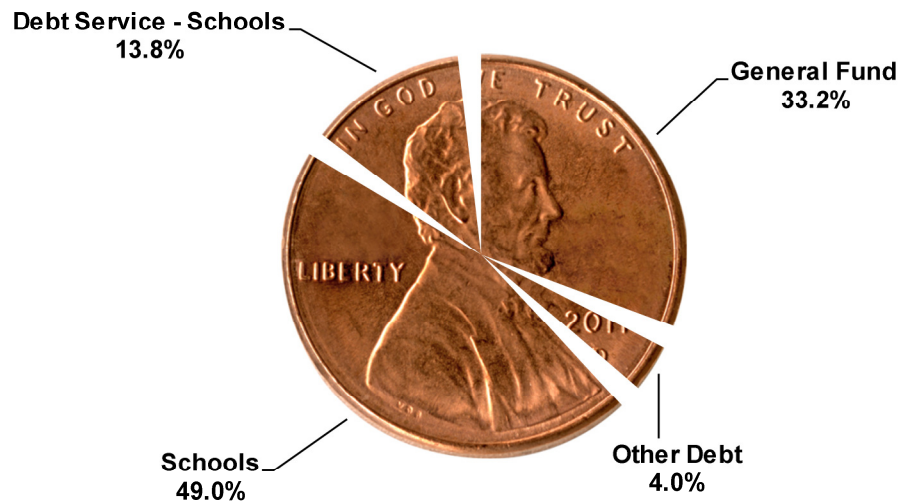
Property taxes are the primary source of operating revenue for Shelby County, providing 66% of total revenues. The property tax rate is set by the County Commission as a part of the annual budget review process at a level determined to be necessary to maintain a balanced budget while providing necessary services to residents. The County has attempted to maintain stable property tax rates to avoid the need for increases required to adapt to cyclical economic and fiscal conditions without the use of reserve funds.

#### **FY17 Property Tax "Penny" Allocations**

	<u>FY17 Proposed</u>		<u>FY16 Adopted</u>	
	<u>Rate</u>	<u>%</u>	<u>Rate</u>	<u>%</u>
Education	\$ 2.14	49.0%	\$ 2.14	49.0%
General Fund	1.45	33.2%	1.45	33.2%
Debt Service*	0.78	17.8%	0.78	17.8%
<b>Total</b>	<b>\$ 4.37</b>	<b>100.0%</b>	<b>\$ 4.37</b>	<b>100.0%</b>
<b>Debt Service:</b>				
Schools	0.60	13.8%	0.55	12.7%
Other	0.18	4.0%	0.23	5.2%
<b>Total Debt</b>	<b>\$ 0.78</b>	<b>17.8%</b>	<b>\$ 0.78</b>	<b>17.8%</b>
<b>Total Schools</b>	<b>\$2.74</b>	<b>62.8%</b>	<b>\$2.69</b>	<b>61.7%</b>

*Although property tax allocations are the same as last year, a larger proportion of the Debt Service allocation will be used for school debt in FY17. As a result, Education will receive an additional 1.1% of all property taxes in comparison to prior year.*

*One cent on the property tax rate generates an additional \$1,702,000 in FY17 revenue.*



### Value of Property Tax Allocations

	<u>FY17 Proposed</u>	<u>FY16 Adopted</u>
Education	\$376,081,000	\$370,189,000
General Fund	254,833,000	250,825,000
Debt*	137,960,000	135,626,000
<b>Total Property Taxes</b>	<b><u>\$768,874,000</u></b>	<b><u>\$756,640,000</u></b>

*\*includes School Debt*

### **Functional Expenditures – All Funds**

Fiscal Year 2017 countywide expenditures by functional categories consist of the following:

<b><u>Functional Category</u></b>	<b><u>FY17</u></b>	<b><u>FY17 %</u></b>
Education	\$ 399,971,000	34.4%
Criminal Justice	315,204,026	27.1%
Debt Service	152,595,036	13.1%
Health	75,294,597	6.5%
Public Works	81,274,079	7.0%
Community Services	32,184,431	2.8%
All Other	107,610,896	9.2%
<b>Total</b>	<b><u>\$ 1,164,134,065</u></b>	<b><u>100.0%</u></b>

*Including debt service for schools, Education represents 44.3% of total expenditures from all funding sources – an increase of 1.0% over prior year.*

**Education**

Education is both our highest priority and our largest single investment. Structural changes to the school systems within Shelby County since 2014 have created unique funding challenges for both the County and the Schools. However, we remain committed to supporting the success of the schools and providing equal support for all public schools within Shelby County to the fullest extent possible, as shown by the dedication of the following resources:



- Education is budgeted to receive 62.8% of all property taxes in FY2017, when school debt is included. This represents an increase of 1.1% over prior year.
- 100% of the Wheel Tax is allocated to the schools for operating and capital expenditures.
- The funding level for Education was increased by \$20 million in FY14; \$10 million in FY16; and \$8.7 million for FY17, despite declining enrollment.
- Funding for Pre-Kindergarten programs has been provided since FY15 at \$3 million per year.

State law requires that the County provide at least the same level of funding as the prior year on a total funding or per pupil basis, known as “maintenance of effort” (MOE). The funding approved for Fiscal 2017 will set that MOE level for future years, following a three year reset period after the “de-merger” of schools. It is imperative that we find a workable balance between academic excellence and fiscal responsibility that can be sustained over time for this critical community asset.

**Long Term Debt**

The County's outstanding bonded debt and commercial paper peaked at \$1.85 billion in December 2006, was reduced to \$1.28 billion at June 30, 2014, and will be approximately \$1.05 billion at June 30, 2016. Long term debt is expected to slowly decline from now on as long as CIP annual appropriations from county sources are limited to no more than \$75 million. Adherence to the Debt Reduction Plan has now made some significant funding options possible this year, including:

- A proposed shift of 50% of the Wheel Tax (\$16 million) from Debt Service directly to the CIP fund for use only by the schools. This change will reduce the need for the County to issue debt for school capital in the future and allow the County to use debt to address the needs of the County's aging infrastructure, if necessary.
- Moving a portion of the Local Option Sales Tax (\$3 million) from Debt Service to the Roads and Bridges Fund for additional road paving. This will provide sufficient funding to improve the current 40 year repaving cycle of the county's 800 miles of roads to a 20 year cycle within a 10 year period.

A graph in the Debt Service Fund section shows debt service requirements from FY2017 through FY2025. Debt service for FY2017 will be \$149 million, a substantial decrease from the budgeted FY2016 amount of \$158 million, and will slowly decline thereafter. As long as we stay within our Debt and CIP Plans, the County will never need to raise additional revenue for debt service.

**General Fund Summary**

The General Fund accounts for the general operations of County Government that are not specifically funded by other sources. ***The FY17 Proposed Budget for the General Fund has been balanced without a tax increase or the use of reserves.***

***Favorable factors that contributed to balancing the budget include:***

- **Revenue** – overall growth of \$5 million, primarily in property taxes. The General Fund is allocated 33.2% of all property tax revenue. Strong collections by the Trustee and an improving residential market and commercial assessments have contributed to this improved trend. Business tax collections have also increased, offsetting the reduction for a non-reimbursable election cycle in FY17 (\$2 million each) and other declines in Charges for Services and State/Local reimbursements.
- **Position Control Cost Savings** – Position control budgets have been reduced to actual salary levels to adjust for the effect over time of ongoing staffing turnover. The Vacancy Savings credit has also been increased to account for hiring trends and attrition patterns. The Full Time Equivalent (FTE) position count has been reduced by 7.7 FTE through operational changes, outsourcing savings and reclassification to grants. Combined savings achieved exceed \$2.5 million.

***This combination of revenue growth and cost savings made it possible to include funding for the following increases:***

- **Programs and Services:** Cost increases have been included for the following:
  - \$1,300,000 – Public Works; blight abatement and maintenance of tax sale properties
  - \$ 400,000 – Health; annual escalation of Inmate Medical contract
  - \$ 350,000 – Sheriff; increases for Jail food service and additional building security
  - \$ 265,000 – Assessor; costs associated with reappraisal cycle, primarily postage
  - \$ 250,000 – Support Services; facility maintenance for Juvenile Court building
  - \$2,565,000 – Total O&M increases included in the proposed budget

***Despite these increases, the total O&M category reflects only a 1% growth rate (\$782,000) as a result of other cost containment measures.***

- **Employee Compensation:** A general salary increase of 2.0% at a cost of \$4 million is proposed. Our employees have received an average increase of only 1.3% in the past ten years. We feel strongly that maintaining equitable compensation is important to recruiting and retaining a productive and motivated workforce. For that reason, we have also included funds for potential market study adjustments to certain job classifications.
- **Fringe Benefits:** Based on actuarial reports, an increase was necessary for pension benefits (\$5.4M), with a reduction to Other Post-Employment Benefits (OPEB) rate (-2.3M) reflecting strong FY14 investment returns and plan changes implemented in 2007. Health insurance benefits also increased by 5% or \$1.0 million. The County continues to fully fund its pension and OPEB obligations at 100% of the annual required contribution.

Of the portion of the property tax rate allocated to the General Fund (33.2%), about 75% is used for Criminal Justice/Judicial services, 13% for Health Services, and only 12% for all other functions - including Public Works, Community Services and administrative services.

General Fund dollars for net expenditures are distributed on a functional basis as shown below:



*Criminal Justice and Judicial operations account for 75% of General Fund Property Taxes.*



## Compensation & Benefits



Personnel costs now account for over 71% of total General Fund expenditures. That factor makes employees the County's primary asset and most important investment in delivering high quality services to its residents. It is important that we protect that investment by offering equitable compensation and benefits to recruit and retain a highly qualified and professional staff. Our employees have also shared a portion of the incremental cost of health and pension benefits over the past several years and have compensated for the gradual reduction in workforce with increased productivity.

General salary increases have been limited to only 1.3% over the past 10 years, as shown in a table provided in the General Fund section of this book. ***The FY2017 Proposed Budget includes funding for a 2.0% cost of living adjustment.***

The rising cost of pensions, health care and post-employment benefits (OPEB) will continue to present a significant challenge in controlling total personnel expense. The average cost of benefits at FY17 rates is about 39% of salaries for permanent full-time employees, as shown below. This cost is 1% more in total than last year due to a significant increase for pensions.

Benefit Type	FY17 Budget	% of Salaries
Pension	\$ 33,610,541	16.87%
Health Insurance	25,621,482	12.86%
Other Post Employment Benefits	12,630,757	6.34%
Medicare	2,967,663	1.45%
Group Life Insurance	834,746	0.42%
OJI Expense	1,227,998	0.60%
Long Term Disability	637,515	0.32%
Unemployment Compensation	337,700	0.17%
<b>Total Benefits</b>	<b>\$ 77,868,401</b>	<b>39.03%</b>

***\*Excludes Social Security benefits of \$337,000 that are paid only for temporary employees***

As we continue to explore innovative methods to contain these costs in the future, we are investing today in our current workforce through training programs and wellness initiatives.

## **Planned Use of Fund Balance**

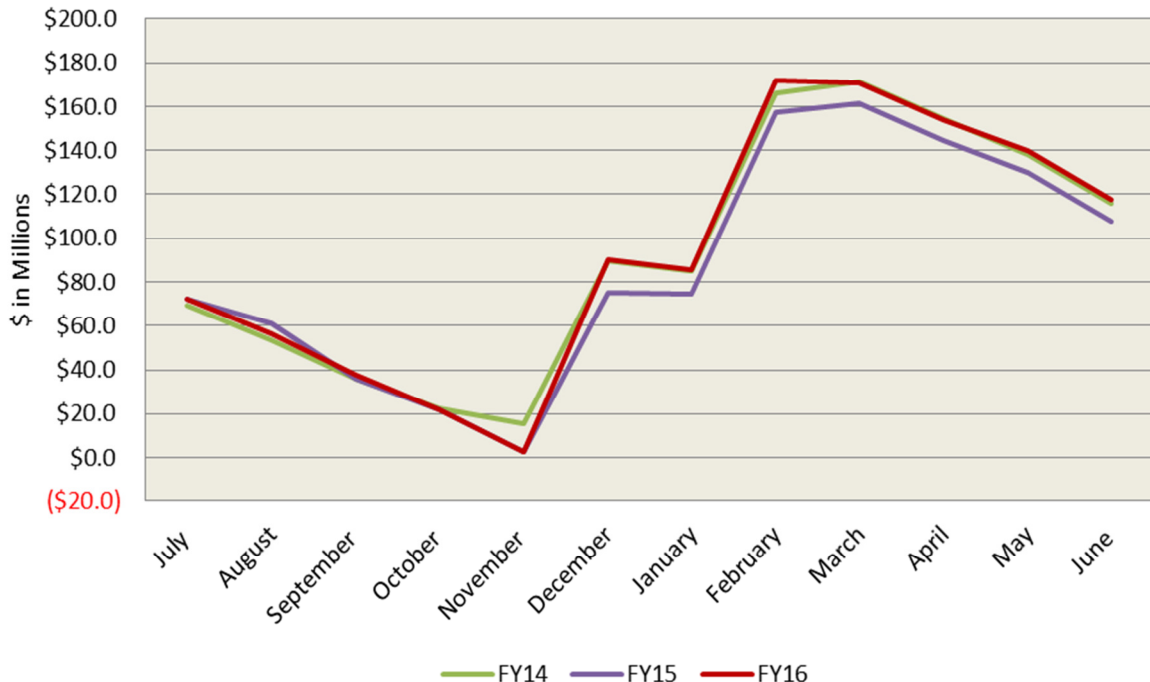
Maintaining an appropriate General Fund Balance is an essential element of a strong financial plan. Fund Balance is important for several reasons:

- To provide funds for contingencies/emergencies
- To absorb the impact of federal/state funding reductions
- To demonstrate financial stability for higher bond ratings and lower cost of debt issuance
- To provide sufficient cash flow during the property tax collection cycle

As the following chart illustrates, the annual tax collection cycle creates the need for large cash reserves during several months of the fiscal year. A fund balance of at least 27% is advised to allow for negative cash flow until December when most residential property taxes are collected. Therefore, the General Fund balance has been slowly increased over several years to provide for sufficient cash flow.

The Moody's rating agency has reported that governments comparable in size to Shelby County with AA ratings maintain a median 26.85% fund balance; with AAA ratings a median amount was 28.87%. Shelby County has maintained an average fund balance of about 27% of revenue over the past five years. That is within the stated policy range of between 20-30% of revenue. Unassigned fund balance at 6/30/16 is estimated at about 29.8% or about \$114 million. No planned use of general fund balance has been included in the FY17 Proposed Budget for recurring expenditures.

**FY14 - FY16 General Fund Cash Flow**



In addition to the General Fund balance, the County maintains reserves within other funds that are dedicated for the specific uses or operating stabilization of those funds.



**Capital Improvement Plan**

The Capital Improvement Plan presents the County's funding level commitment over the next five years. However, only the first year of the CIP plan is actually budgeted. The County's long-term Debt Reduction/Management Plan allows for allocations of approximately \$75 million per year.

Historically, about two-thirds of that total amount has been allocated annually for schools with the remainder for other projects. We continue to recommend and support pay-as-you-go funding for most capital projects other than schools. Shown below are the totals for each CIP project category budgeted for FY17 with significant projects from each group:



*In addition to the capital projects funded through the CIP budget, the operating budget also includes \$34 million for capital expenditures that do not qualify for CIP or have alternate funding sources available.*

Significant capital projects planned for FY17 include:

**Schools - \$16 million (37% of total CIP)**

The Shelby County Schools have recently completed a facilities assessment study to evaluate their overall repair and maintenance needs. Based on this information and in conjunction with space utilization and enrollment projections, SCS will prepare a multi-year capital plan as the basis for capital requests. The County will then determine the appropriate level of capital allocations for the schools. In anticipation of some immediate needs identified in this study, half of the Wheel Tax (\$16 million) has been allocated for school capital for FY17.

**Buildings & Property - \$7.8 million (18% of total CIP)**

\$3.2M – Renovation of 1060 Madison for the relocation of Community Services  
\$2.2M – Renovation of 814 Jefferson Health Department Building and related relocations  
\$1.0M – Land/Mobile Radio upgrade for the Shelby County Sheriff's Department

**Community Projects - \$7.4 million (17% of total CIP)**

\$2.3M – Agricenter HVAC replacement of old units for energy efficiency upgrades  
\$2.0M – Contribution to construction of West Tennessee Veterans' Home  
\$2.0M – Fed Ex Forum maintenance

**Information Technology - \$6.7 million (15% of total CIP)**

\$2.5M – Body/Vehicle Camera acquisition for the Shelby County Sheriff's Department  
\$1.0M – Countywide Planimetric Digital Data for enhanced mapping and aerial imagery of Shelby County  
\$1.0M – Election System Management (ESM) Software replacement to later software for the maintenance of voting information

**Roads & Bridges - \$5.5 million (12% of total CIP)**

Initial costs for roadway widening projects including Walnut Grove (\$1.0M), Houston Levee (\$1.5M), Macon (\$1.5M), and Hacks Cross (\$1.5M)

**Challenges Ahead**

Planning for the future is a critical element to the current year budget process. A five year financial projection is included in the General Fund Summary that illustrates the need to continue our efforts to contain costs and maximize revenue sources. There are a number of significant issues that could impact our budget in the next several years:

- **Funding for Education** - The appropriate funding level for the redefined organizational structure of school systems throughout Shelby County presents a continuing challenge. The schools face several issues, including an immediate need to fund their annual requirements for OPEB, declining enrollments, insufficient State BEP funding, and community pressure to keep underutilized neighborhood schools open. It will necessary to find a sustainable balance between meeting the educational needs of the community while staying within a realistic level of available resources.
- **Reductions to State or Federal grant funding** may have an impact on the amount of funds available to the County in the future. Grant funds provide financial leverage to the County in providing important services to our community, especially for public health and community service programs. Some programs will need to be evaluated to determine whether County funding should be used to continue essential services if the grant funding is discontinued. Appropriate indirect cost allocations for providing the infrastructure necessary to provide those programs may also require further analysis.
- **Providing equitable compensation** for employees in an increasingly competitive employment market is an important element in maintaining a competitive compensation and benefits package to ensure our ability to recruit and retain a highly productive staff. Market adjustments for some professional job classifications may also be necessary. The cost of annual or periodic increases may require other reductions or tax increases to balance the budget in future years.
- **Escalating health care and pension costs** will continue to play a major role in the cost of current and post-employment personnel expenditures. The level of benefits that can be realistically and responsibly provided to employees on a long term basis will require ongoing evaluation and possibly some plan modifications or cost sharing proposals.
- **Federal Affordable Care Act** and the potential expansion of State Medicaid may have a significant financial impact on Regional One Health services and some related benefits/expenses of the County.
- **Revenue Diversification** options must continue to be explored to reduce our dependence on property taxes.
- **De-annexation** from the City of Memphis of some areas within Shelby County may become possible through proposed State legislation. Assuming responsibility for public safety in these areas may require additional resources in the future.

### **Current Status and Outlook**

While these challenges are daunting, there are also opportunities ahead. Collaborative economic development efforts by the Administration, Commission and other agencies have brought several large employers to Shelby County. Commercial indicators show increased activity in building permits, vacancy rates, leasing activity and construction. Local real estate conditions continue to compare favorably to many areas of the country, with residential sales improving based on the increased number of home sale transactions, stabilization of sale prices and reduced foreclosures and mortgage delinquencies.

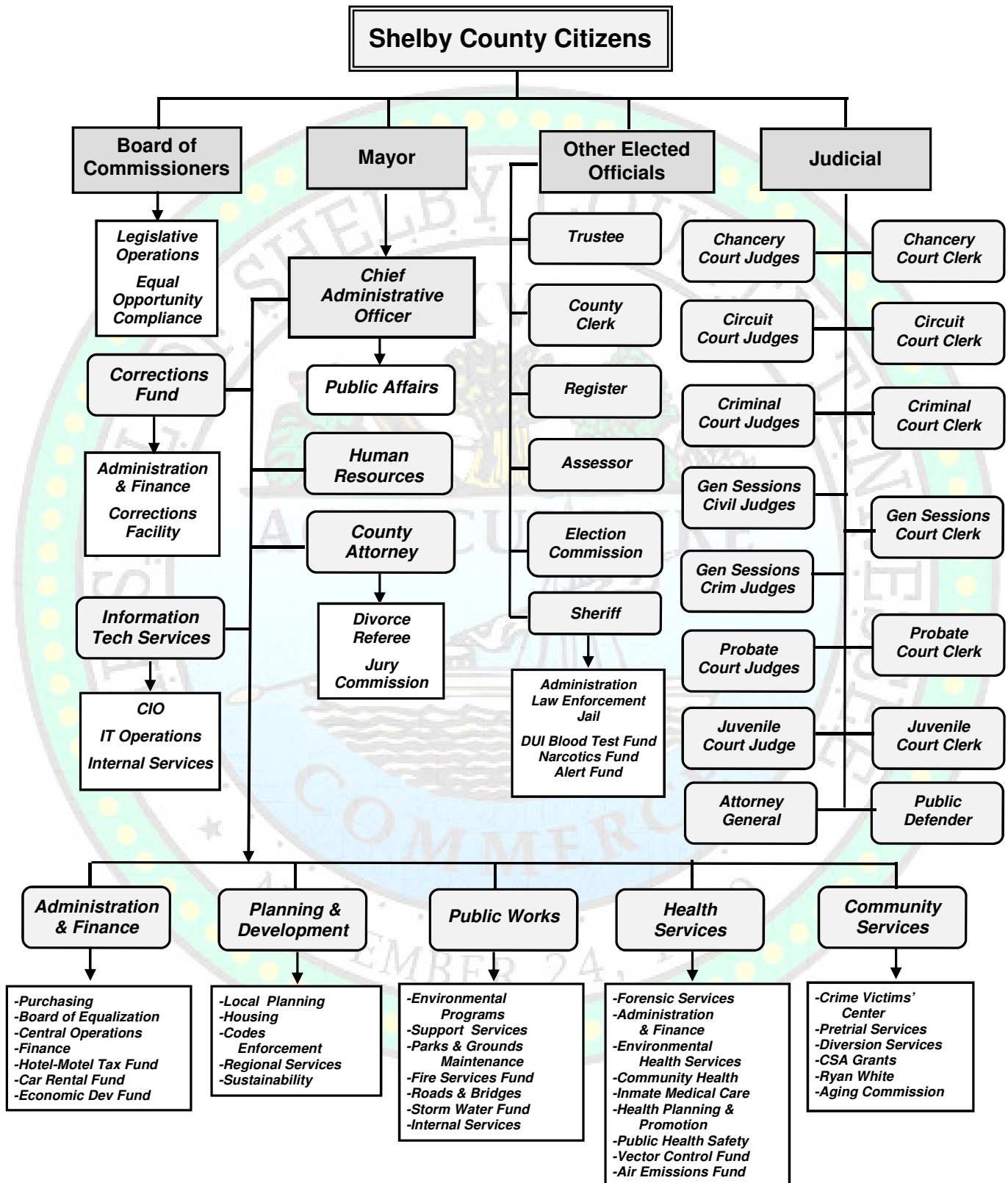
Five year projections are developed in conjunction with annual budget preparation and updated throughout the year for planning purposes. Projections for the General Fund with discussion of the underlying assumptions are included in the “General Fund Summary” section of this document. Projections for other funds are also considered in budget development to ensure that dedicated revenues and fund balances will continue to be sufficient to maintain operations.

Proactive financial management strategies that focus on operating efficiencies and effective debt management have been instrumental in maintaining the stability of Shelby County’s financial status. Continuing efforts to promote revenue diversification and economic development and to address the fragmentation of services created by multiple elected officials will be instrumental in meeting the challenges of future growth. Bond rating agencies have noted a diversified and expanding economic base, strong financial performance and general fund position as the basis for the County’s AA+/AA1 bond ratings.



# INTRODUCTION

## County Organizational Chart



### **Format and Organization of the Budget Document:**

As the **Table of Contents** illustrates, this summary book divides the budget information into multiple sections according to funds or divisions. Pages are numbered consecutively throughout the book with tabs added for convenience.

The **Introduction** section includes the **Mayor's Letter of Transmittal**, a list of County Officials, a countywide organizational chart and this format guide. The **Budget Overview** is intended to provide a comprehensive outline of key budget information and changes for the proposed fiscal year.

The **All Funds Summary** presents the overall budget of Shelby County with summary information related to revenue and expenditure trends, the Position Control Budget, and Fund Balances.

The **General Fund Summary** highlights the same basic information and trends as the "All Funds Summary" – with a focus only on the General Fund.

**Division Summaries** are provided for each division of the Mayor's Administration and for the offices of the Sheriff, Judicial, and Other Elected Officials. The following information is included in each section:

- **Organizational Charts by Program** provide a visual guide to the structure of each division for financial reporting purposes. These charts are not intended to reflect the reporting hierarchy of specific positions.
- The **"Budget Highlights"** page summarizes on one page any budgetary issues/trends/challenges the division or office faces, along with a financial summary that notes any significant changes from the prior or current year budget. All funding sources are noted, as well as any increases requested for the proposed year. Additional pages are provided for multiple fund activity or increase requests.
- **Financial Summaries** are included for each division to present Sources and Uses, Net Expenditures by Department/Fund and the Full-Time Equivalent (FTE) position count of permanent full-time and part-time positions only. Temporary employees are not included in the FTE count.
- **Prime Account Reports** are provided for major funds to summarize financial data within each division. The prime accounts are organized according to Shelby County's Chart of Accounts. Departmental prime account reports are provided on the website.

The **Education** section presents the Education Fund information which accounts for taxes collected and allocated for school operations.

The **Debt Service** section includes Shelby County debt management policy, the use and purpose of debt and its limits and capital financing funding types.

The **CIP** section provides a summary of the five year Capital Improvement Plan (CIP) for capital expenditures. Detailed project sheets are provided on the website.

The **Appendix** presents supplemental information related to understanding budget terminology or other financial data.



## SHELBY COUNTY BOARD OF COMMISSIONERS

### Budget Hearings Schedule – Fiscal Year 2017

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*Tentative schedule as of 4/26/16 – Dates subject to change*

<b><u>Wednesday – May 4, 2016*</u></b>	Budget Overview from Administration (Mayor, CAO, CFO)
<b><u>Friday – May 6, 2016**</u></b>	Public Works Division Health Services Division Community Services Division Information Technology Services Division Division of Planning & Development
<b><u>Wednesday – May 11, 2016**</u></b>	County Clerk Register Assessor of Property Public Defender Attorney General Juvenile Court Clerk
<b><u>Wednesday – May 18, 2016*</u></b>	General Sessions Judges & Clerk Criminal Court Judges & Clerk Chancery Court & Clerk and Master Circuit Court Judges & Clerk Juvenile Court Judge Probate Court & Clerk
<b><u>Friday – May 20, 2016**</u></b>	Legislative Operations (Commission & EOC) Election Commission Trustee Sheriff Corrections Division
<b><u>Wednesday – May 25, 2016**</u></b>	Shelby County Schools Administration & Finance Debt Service Fund CIP Budget Budget Wrap-up
<b><u>Wednesday – June 1, 2016*</u></b>	Operating Budget Resolution CIP Budget Resolution Personnel Policy Resolution Tax Rate Ordinance (1 <sup>st</sup> reading)
<b><u>Wednesday – June 15, 2016*</u></b>	Tax Rate Ordinance (2 <sup>nd</sup> reading)
<b><u>Wednesday – June 29, 2016*</u></b>	Tax Rate Ordinance (3 <sup>rd</sup> reading)

*\*Scheduled Budget & Finance Committee Meeting dates*

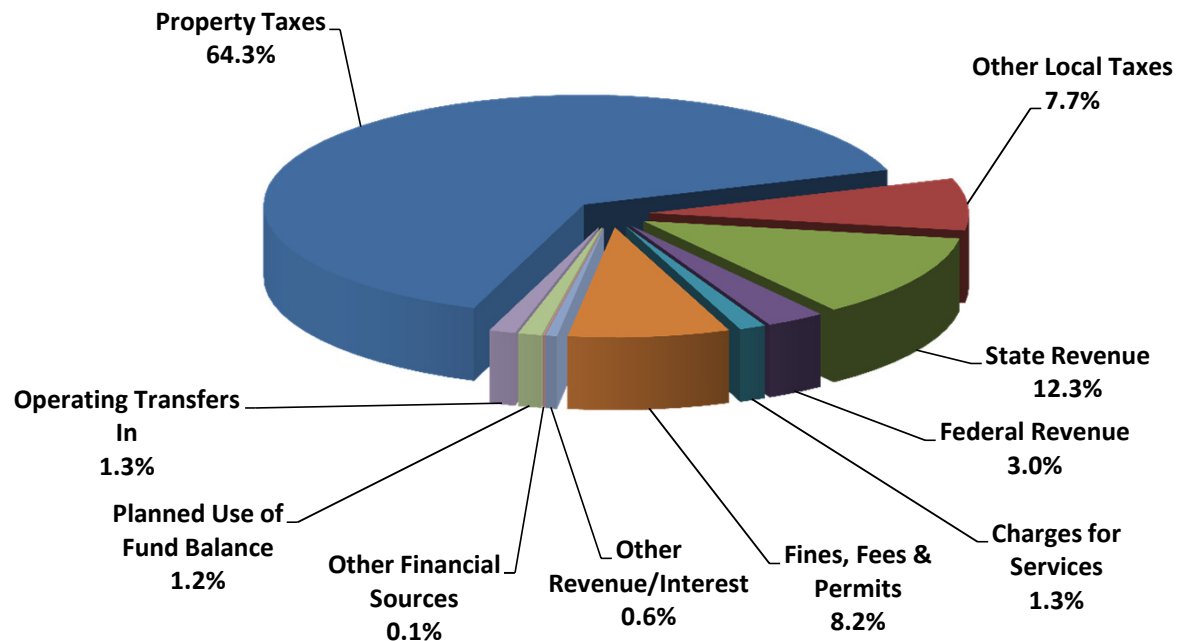
*\*\* Special Called Meetings*

# **ALL FUNDS SUMMARY**



## **FY17 PROPOSED BUDGET**

**Where the Money Comes From....**

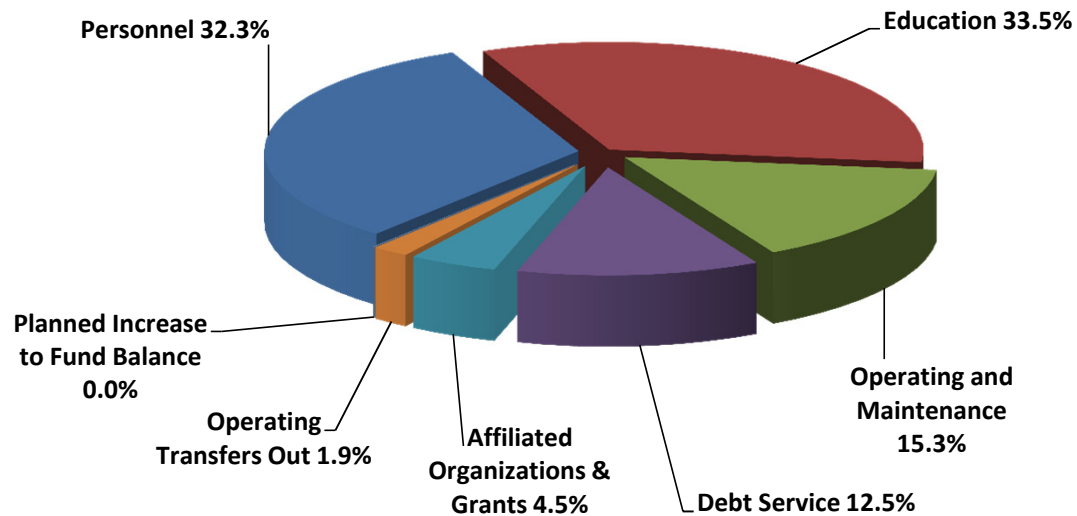


**SOURCES OF FUNDS:**

	<u>FY17 Proposed</u>	<u>FY16 Amended</u>
<b><u>Revenue:</u></b>		
Property Taxes	\$ 768,874,000	\$ 756,640,000
Intergovernmental-State	147,610,103	166,868,624
Other Local Taxes	91,607,000	101,598,000
Fines, Fees & Permits	97,465,495	96,968,037
Intergovernmental-Federal	35,488,768	50,043,264
Charges for Services	15,995,247	16,402,550
Other Revenue/Interest	7,093,451	5,637,374
Subtotal	1,164,134,065	1,194,157,848
<b><u>Other Sources:</u></b>		
Planned Use of Fund Balance	14,315,357	15,646,482
Operating Transfers In	16,051,013	19,254,882
Other Financial Sources	855,000	804,000
Subtotal	31,221,370	35,705,364
<b>Total Appropriation Sources</b>	<b><u>\$ 1,195,355,435</u></b>	<b><u>\$ 1,229,863,212</u></b>



**.....and Where the Money Goes**



**USE OF FUNDS:**

	<u><b>FY17 Proposed</b></u>	<u><b>FY16 Amended</b></u>
Personnel	\$ 386,099,991	\$ 380,796,000
Education	399,971,000	391,288,000
Operating and Maintenance	182,794,230	212,121,873
Debt Service	149,245,157	158,334,069
Affiliated Organizations & Grants	54,229,829	55,993,181
Operating Transfers Out	22,619,547	25,177,332
Planned Increase to Fund Balance	395,681	6,152,757
<b>Total Appropriation Uses</b>	<u><b>\$ 1,195,355,435</b></u>	<u><b>\$ 1,229,863,212</b></u>

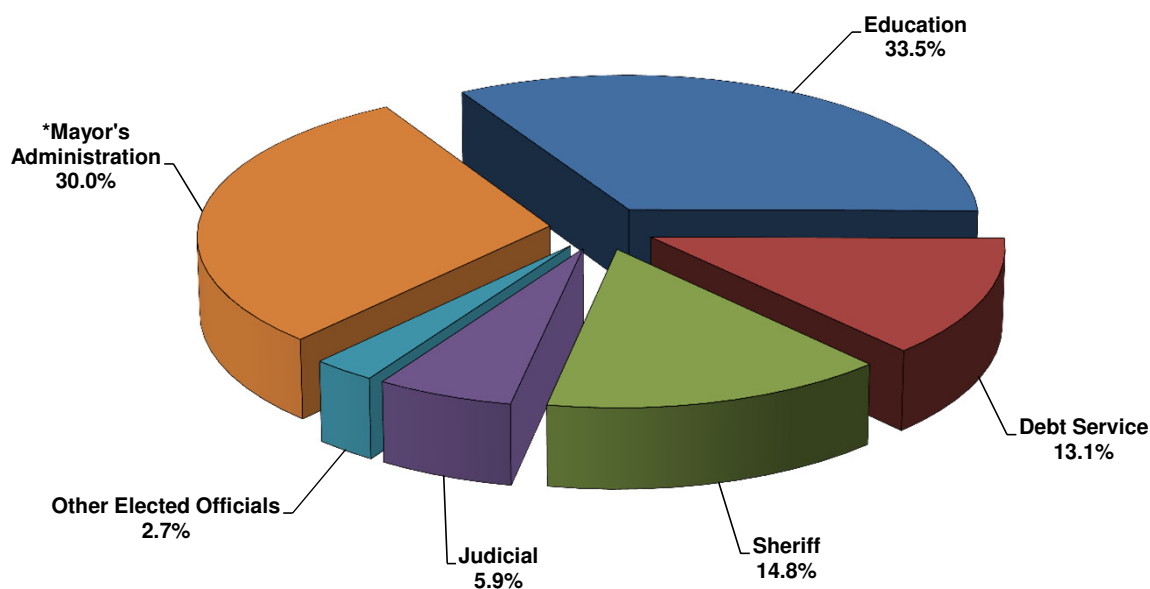
# Total Sources and Uses by Division Countywide Summary

All Funds

<u>DIVISION NAME</u>	FY17 SOURCES OF FUNDS			FY17 SOURCES OF FUNDS			NET OPERATIONS	
	REVENUE + OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
Education	(399,971,000)	-	-	399,971,000	-	-	-	33.5%
Sheriff	(12,978,441)	(144,646)	(356,260)	176,556,886	144,646	-	163,222,185	14.8%
Debt Service	(152,595,036)	-	(3,870,121)	149,785,157	6,680,000	-	-	13.1%
Public Works *	(60,141,458)	(282,088)	(1,643,608)	82,049,079	260,871	394,149	20,636,945	6.9%
Administration & Finance *	(325,654,833)	(180,466)	(4,686,317)	63,546,599	10,815,217	-	(256,159,800)	6.2%
Judicial	(32,650,571)	(436,827)	(641,563)	69,996,996	436,827	-	36,704,863	5.9%
Corrections *	(50,291,345)	(9,201,333)	(1,304,350)	60,495,695	301,333	-	-	5.1%
Health Services *	(35,277,082)	(3,748,112)	(733,705)	60,013,573	3,423,112	-	23,677,785	5.3%
Community Services *	(30,866,136)	(127,090)	(78,433)	39,057,816	127,090	-	8,113,247	3.3%
Other Elected Officials	(38,674,290)	-	-	32,793,859.23	-	1,532.00	(5,878,899)	2.7%
Planning & Development *	(19,260,120)	(1,930,451)	(1,001,000)	22,187,435	430,451	-	426,315	1.9%
Information Technology *	(6,628,753)	-	-	15,886,111	-	-	9,257,358	1.3%
ALL FUNDS TOTAL	(1,164,989,065)	(16,051,013)	(14,315,357)	1,172,340,207	22,619,547	395,681	-	100.0%

\* Divisions of the Mayor's Administration

FY17 Uses by Division



*Education represents the largest functional division of county expenditures.*

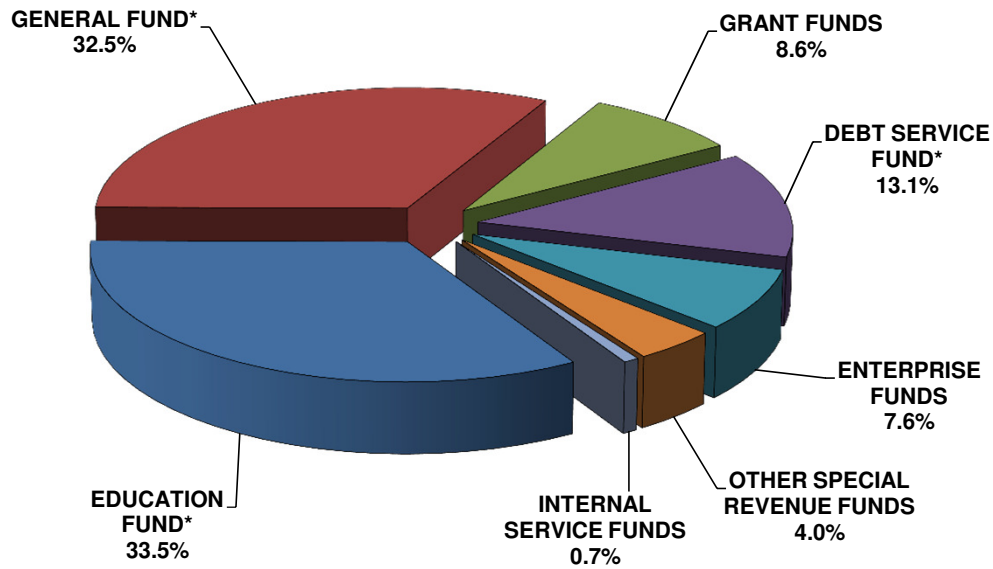
# Total Sources and Uses by Fund Type Countywide Summary

All Funds

<b>FUND TYPE:</b>	<b>FY17 SOURCES OF FUNDS</b>			<b>FY17 SOURCES OF FUNDS</b>			<b>NET OPERATIONS</b>	
	<b>REVENUE + OTHER SOURCES</b>	<b>TRANSFERS IN</b>	<b>FUND BALANCE</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>FUND BALANCE</b>	<b>NET FUND</b>	<b>% of Total</b>
EDUCATION FUND*	(399,971,000)	-	-	399,971,000	-	-	-	33.5%
GENERAL FUND*	(387,018,258)	(1,789,545)	-	375,211,451	13,596,352	-	-	32.5%
GRANT FUNDS	(97,114,754)	(3,861,468)	(1,330,036)	100,871,029	1,428,079	7,150	-	8.6%
DEBT SERVICE FUND*	(152,595,036)	-	(3,870,121)	149,785,157	6,680,000	-	-	13.1%
ENTERPRISE FUNDS	(79,156,533)	(10,400,000)	(1,304,350)	89,806,461	667,423	386,999	-	7.6%
OTHER SPECIAL REVENUE	(40,236,865)	-	(7,810,850)	47,798,490	247,693	1,532	-	4.0%
INTERNAL SERVICE FUNDS	(8,896,618)	-	-	8,896,618	-	-	-	0.7%
<b>ALL FUNDS TOTAL</b>	<b>(1,164,989,065)</b>	<b>(16,051,013)</b>	<b>(14,315,357)</b>	<b>1,172,340,207</b>	<b>22,619,547</b>	<b>395,681</b>	<b>-</b>	<b>100%</b>

\*Identified as Major Funds - defined as more than 10% of total appropriated revenues

## FY17 Uses by Fund



**Major Funds for Shelby County include the Education Fund (33.5% of total), the General Fund (32.5% of total) and the Debt Service Fund (13.1% of total).**

# Sources and Uses by Fund/Division Countywide Summary

## All Funds

<b><u>FUND/DIVISION:</u></b>	<b>FY17 SOURCES OF FUNDS</b>			<b>FY17 USES OF FUNDS</b>			<b>NET OPERATIONS</b>
	<b>REVENUE + OTHER SOURCES</b>	<b>TRANSFERS IN</b>	<b>FUND BALANCE</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>FUND BALANCE</b>	
<b>GENERAL FUND:</b>							
Administration & Finance	(305,432,387)	(180,466)	-	38,803,053	10,650,000	-	(256,159,800)
Information Technology	(1,893,106)	-	-	11,150,464	-	-	9,257,358
Planning & Development	(5,000)	-	-	366,954	64,361	-	426,315
Public Works	(3,743,459)	(56,387)	-	24,386,791	50,000	-	20,636,945
Health Services	(4,662,716)	(1,319,200)	-	27,302,782	2,356,920	-	23,677,786
Community Services	(825,000)	-	-	8,811,158	127,090	-	8,113,248
Sheriff	(5,058,500)	(131,481)	-	168,399,001	13,165	-	163,222,185
Judicial	(27,012,200)	(102,011)	-	63,484,257	334,816	-	36,704,862
Elected Officials	(38,385,890)	-	-	32,506,991	-	-	(5,878,899)
<b>TOTAL GENERAL FUND</b>	<b>(387,018,258)</b>	<b>(1,789,545)</b>	<b>-</b>	<b>375,211,451</b>	<b>13,596,352</b>	<b>-</b>	<b>-</b>
<b>SPECIAL REVENUE FUNDS:</b>							
Education Fund	(399,971,000)	-	-	399,971,000	-	-	-
Hotel-Motel Tax Fund	(16,100,000)	-	(1,521,100)	17,621,100	-	-	-
Roads & Bridges Fund	(13,440,765)	-	(1,117,028)	14,382,092	175,701	-	-
Narcotics Funds	(2,208,000)	-	(356,260)	2,564,260	-	-	-
Car Rental Tax Fund	(2,200,000)	-	-	2,200,000	-	-	-
Mosquito & Rodent Control Fund	(3,455,000)	-	(569,131)	4,024,131	-	-	-
Air Emission Fees Fund	(1,022,250)	-	(136,709)	1,086,967	71,992	-	-
Register DP Fund	(288,400)	-	-	286,868	-	1,532	-
General Sessions DP Fund	(306,850)	-	(313,284)	620,134	-	-	-
Veteran's Court	(50,000)	-	-	50,000	-	-	-
Criminal Court DP Fund	(22,100)	-	(93,700)	115,800	-	-	-
Economic Development Fund	-	-	(3,000,000)	3,000,000	-	-	-
Stormwater Fees Fund	(720,000)	-	(476,580)	1,196,580	-	-	-
DUI Treatment Fines Fund	(51,000)	-	-	51,000	-	-	-
Drug Court Program Fund	(372,500)	-	(227,058)	599,558	-	-	-
<b>TOTAL SPECIAL REVENUE</b>	<b>(440,207,865)</b>	<b>-</b>	<b>(7,810,850)</b>	<b>447,769,490</b>	<b>247,693</b>	<b>1,532</b>	<b>-</b>
<b>ENTERPRISE FUNDS:</b>							
Corrections Fund	(50,081,345)	(8,900,000)	(1,304,350)	59,984,362	301,333	-	-
Fire Services Fund	(19,606,938)	-	-	19,219,939	-	386,999	-
Codes Enforcement Fund	(9,468,250)	(1,500,000)	-	10,602,160	366,090	-	-
<b>TOTAL ENTERPRISE FUNDS</b>	<b>(79,156,533)</b>	<b>(10,400,000)</b>	<b>(1,304,350)</b>	<b>89,806,461</b>	<b>667,423</b>	<b>386,999</b>	<b>-</b>
<b>INTERNAL SERVICE FUNDS:</b>							
IT Internal Service Fund	(4,735,647)	-	-	4,735,647	-	-	-
Fleet Services	(4,160,971)	-	-	4,160,971	-	-	-
<b>TOTAL INTERNAL SERVICES</b>	<b>(8,896,618)</b>	<b>-</b>	<b>-</b>	<b>8,896,618</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS</b>	<b>(97,114,754)</b>	<b>(3,861,468)</b>	<b>(1,330,036)</b>	<b>100,871,029</b>	<b>1,428,079</b>	<b>7,150</b>	<b>-</b>
<b>DEBT SERVICE FUND</b>	<b>(152,595,036)</b>	<b>-</b>	<b>(3,870,121)</b>	<b>149,785,157</b>	<b>6,680,000</b>	<b>-</b>	<b>-</b>
<b>ALL FUNDS TOTAL</b>	<b>(1,164,989,065)</b>	<b>(16,051,013)</b>	<b>(14,315,357)</b>	<b>1,172,340,207</b>	<b>22,619,547</b>	<b>395,681</b>	<b>-</b>

# Prime Accounts Countywide Summary

## All Funds

ACCT DESCRIPTION	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
40 - Property Taxes	(722,145,558)	(748,889,806)	(762,162,262)	(756,640,000)	(768,874,000)
41 - Other Local Taxes	(95,327,540)	(106,044,536)	(105,964,976)	(101,598,000)	(91,607,000)
43 - Intergovernmental Revenues-State	(140,805,239)	(134,844,829)	(133,397,504)	(166,868,624)	(147,610,103)
44 - Intergovernmental Revenues-Federal	(63,939,101)	(55,910,264)	(30,240,093)	(50,043,264)	(35,488,768)
45 - Charges for Services	(16,879,418)	(17,450,854)	(16,693,427)	(16,402,550)	(15,995,247)
46 - Fines, Fees & Permits	(95,747,381)	(97,248,742)	(97,397,669)	(96,968,037)	(97,465,495)
47 - Other Revenue	(17,019,033)	(9,614,270)	(4,836,210)	(4,794,924)	(6,086,801)
48 - Investment Income	(1,396,197)	(1,651,382)	(1,895,354)	(842,450)	(1,006,650)
<b>TOTAL REVENUE</b>	<b>(1,153,259,468)</b>	<b>(1,171,654,683)</b>	<b>(1,152,587,494)</b>	<b>(1,194,157,848)</b>	<b>(1,164,134,065)</b>
51 - Salaries-Regular Pay	255,753,581	254,027,972	250,885,566	280,718,879	282,261,884
52 - Salaries-Other Compensation	19,326,478	19,182,572	19,907,267	20,262,448	20,313,140
55 - Fringe Benefits	102,080,203	110,510,967	96,689,605	104,377,677	107,902,864
56 - Vacancy Savings	-	-	-	(24,563,004)	(24,377,896)
<b>TOTAL SALARIES</b>	<b>377,160,262</b>	<b>383,721,511</b>	<b>367,482,438</b>	<b>380,796,000</b>	<b>386,099,991</b>
60 - Supplies & Materials	23,950,138	22,095,824	20,543,371	22,887,545	20,740,577
64 - Services & Other Expenses	36,994,580	30,679,532	23,790,469	29,270,655	27,452,773
66 - Professional & Contracted Services	67,846,547	66,867,815	65,005,976	75,588,691	73,991,630
67 - Rent, Utilities & Maintenance	22,222,874	22,035,033	21,318,347	24,332,604	24,297,553
68 - Interfund Services	10,351,821	10,830,155	9,929,949	10,388,842	10,059,266
70 - Capital Asset Acquisitions	12,527,310	9,874,324	31,873,379	55,799,753	32,287,501
79 - Depreciation Expense	294,016	837,221	424,721	-	-
<b>TOTAL OPERATING &amp; MAINT</b>	<b>174,187,286</b>	<b>163,219,905</b>	<b>172,886,212</b>	<b>218,268,089</b>	<b>188,829,301</b>
<b>80 - DEBT SERVICE EXPENDITURE</b>	<b>174,319,942</b>	<b>167,309,931</b>	<b>161,415,322</b>	<b>158,334,069</b>	<b>149,245,157</b>
<b>89 - AFFILIATED ORGANIZATIONS</b> (1)	<b>408,276,434</b>	<b>428,345,183</b>	<b>427,528,517</b>	<b>442,516,181</b>	<b>449,900,829</b>
<b>90 - GRANTS</b>	<b>1,037,000</b>	<b>635,000</b>	<b>3,050,000</b>	<b>4,765,000</b>	<b>4,300,000</b>
<b>95 - CONTINGENCIES &amp; RESTRICTIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,146,216)</b>	<b>(6,035,070)</b>
<b>94 - OTHER SOURCES &amp; USES</b>	<b>(1,254,483)</b>	<b>(1,527,930)</b>	<b>17,045,150</b>	<b>(804,000)</b>	<b>(855,000)</b>
<b>TOTAL EXPENDITURES</b>	<b>1,133,726,441</b>	<b>1,141,703,599</b>	<b>1,149,407,639</b>	<b>1,197,729,123</b>	<b>1,171,485,208</b>
<b>9998 - PLANNED FUND BALANCE INCREASE</b>				6,152,757	395,681
<b>9999 - PLANNED FUND BALANCE DECREASE</b>				(15,646,482)	(14,315,357)
<b>PLANNED USE OF FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(9,493,725)</b>	<b>(13,919,676)</b>
<b>96 - OPERATING TRANSFERS IN</b>	<b>(29,635,286)</b>	<b>(23,448,067)</b>	<b>(20,521,020)</b>	<b>(19,254,882)</b>	<b>(16,051,013)</b>
<b>98 - OPERATING TRANSFERS OUT</b>	<b>33,778,818</b>	<b>31,794,693</b>	<b>29,194,395</b>	<b>25,177,332</b>	<b>22,619,547</b>
<b>NET TRANSFERS</b>	<b>4,143,532</b>	<b>8,346,626</b>	<b>8,673,375</b>	<b>5,922,450</b>	<b>6,568,534</b>
<b>TOTAL COUNTYWIDE</b>	<b>(15,389,495)</b>	<b>(21,604,458)</b>	<b>5,493,520</b>	<b>-</b>	<b>-</b>

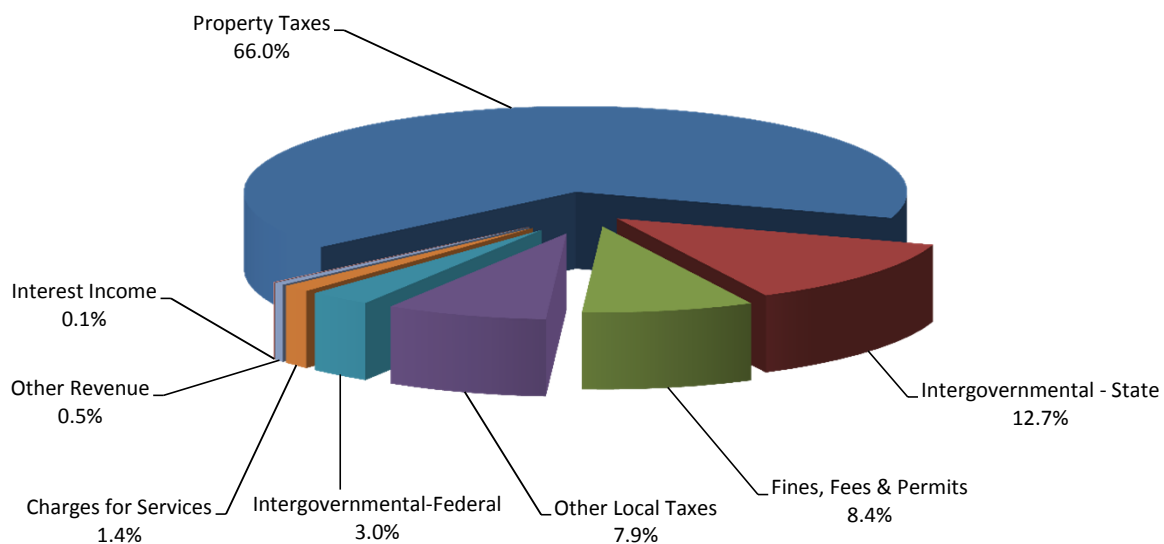
(1) Includes Education expense

## Revenue Overview Countywide Summary

## All Funds

REVENUE SOURCE	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
40 - Property Taxes % of Total	(722,145,558) 62.6%	(748,889,806) 63.9%	(762,162,262) 66.1%	(756,640,000) 63.4%	(768,874,000) 66.0%
43 - Intergovernmental - State % of Total	(140,805,239) 12.2%	(134,844,829) 11.5%	(133,397,504) 11.6%	(166,868,624) 14.0%	(147,610,103) 12.7%
41 - Other Local Taxes % of Total	(95,327,540) 8.3%	(106,044,536) 9.1%	(105,964,976) 9.2%	(101,598,000) 8.5%	(91,607,000) 7.9%
46 - Fines, Fees & Permits % of Total	(95,747,381) 8.3%	(97,248,742) 8.3%	(97,397,669) 8.5%	(96,968,037) 8.1%	(97,465,495) 8.4%
44 - Intergovernmental-Federal % of Total	(63,939,101) 5.5%	(55,910,264) 4.8%	(30,240,093) 2.6%	(50,043,264) 4.2%	(35,488,768) 3.0%
45 - Charges for Services % of Total	(16,879,418) 1.5%	(17,450,854) 1.5%	(16,693,427) 1.4%	(16,402,550) 1.4%	(15,995,247) 1.4%
47 - Other Revenue % of Total	(17,019,033) 1.5%	(9,614,270) 0.8%	(4,836,210) 0.4%	(4,794,924) 0.4%	(6,086,801) 0.5%
48 - Interest Income % of Total	(1,396,197) 0.1%	(1,651,382) 0.1%	(1,895,354) 0.2%	(842,450) 0.1%	(1,006,650) 0.1%
<b>TOTAL REVENUE - ALL FUNDS</b>	<b>(1,153,259,468)</b>	<b>(1,171,654,683)</b>	<b>(1,152,587,494)</b>	<b>(1,194,157,848)</b>	<b>(1,164,134,065)</b>
<b>% Change from Prior Year</b>		<b>1.6%</b>	<b>-1.6%</b>	<b>3.6%</b>	<b>-2.5%</b>

## Countywide Revenue Overview



**Property Taxes provide the largest single source of revenue for Shelby County.**

**Revenue Projections and Assumptions**

Preparing a balanced budget based on conservative revenue estimates is fundamental to maintaining a strong financial position. Since property taxes account for 66% of Countywide revenue, reaching consensus on this revenue forecast is an important basis for budget development. Property taxes have been projected based upon historical trends, current year actual collections and appraisal appeals, with extensive collaboration with the Trustee and the Assessor. Analysis of local, state and national economic trends and statistical indicators is an integral part of this forecasting process. If necessary, estimates are adjusted before the final budget is approved to reflect results of the certified tax roll and final appeals of current year assessments that become available in April.

Our dependence on this revenue source has made the impact in prior years of declining real estate values and foreclosures a real concern. However, the County has very little opportunity to diversify its revenue sources because most other local taxes, fines, fees and permits are largely established and regulated by State law. The County has attempted to maintain stable property tax rates to avoid the need to adapt to cyclical economic and fiscal conditions. This has been accomplished without the use of fund balance or the use of non-recurring revenue sources to fund ongoing expenditures.

**Property Tax Rates**

The Property Tax Rate is set by the County Commission as a part of the annual budget review process. Rates are set at a level determined to be necessary to maintain a balanced budget while providing appropriate services to County residents. Property appraisals are prepared by the Shelby County Assessor of Property and re-evaluated every four years, except for public utilities which are assessed by the Tennessee Regulatory Authority. The appraised value is the estimated market value at a specified point in time.

The assessed value is the basis for property taxes on various types of property, including:

- Real property – land, structures, lease-hold improvements (realty tax)
- Personal property – business furnishings and equipment (personalty tax)
- Public utility property – real and personal property owned by utilities and organizations regulated by the State

Some properties are exempt from property tax assessments such as governments and religious and charitable institutions. The State of Tennessee tax statutes classify types of property as follows for computing assessed valuations:

- Real estate – Residential and Farms; 25% of actual value
- Real estate – Commercial and Industrial; 40% of actual value
- Personal property – Commercial and Industrial; 30% of actual value
- Public utilities – 55% of actual value

Residential properties account for about 53% of total assessed values throughout the County, with commercial properties at about 32%, personal property at 8% and utilities at 7%.

Based on property tax assessments provided by the Assessor's office and the property tax rate as set by the County Commission, the Trustee calculates the amount of property tax bills. Tax bills are mailed by September and become delinquent if not paid by the last day in February of the following year.

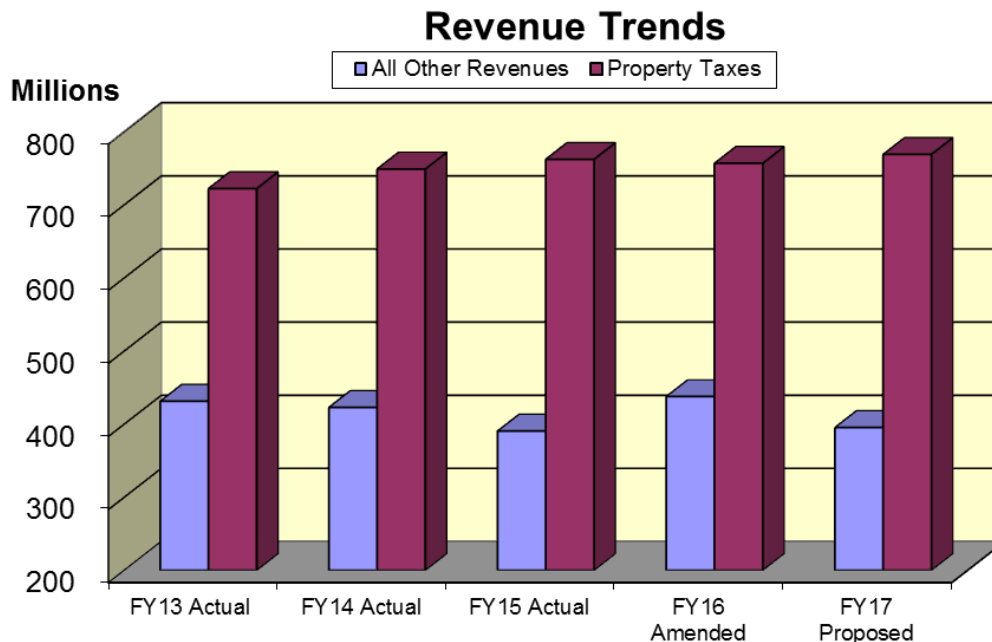
### Property Tax Calculation

The County Commission approved a tax rate of \$4.37 for tax year 2015 (fiscal year 2016).

To calculate a property tax bill, the assessed value is divided by \$100, with the result multiplied by the effective tax rate. The example below shows this calculation for a tax rate of \$4.37 on a residential property assessed at \$100,000:

- 1) \$100,000 appraised value x 25% assessed value for residential property = \$25,000
- 2) (\$25,000/\$100) = \$250
- 3) \$250 x \$4.37 = \$1,093 tax due

A commercial property of the same appraised value would be assessed at 40% for a tax due amount of \$1,748.

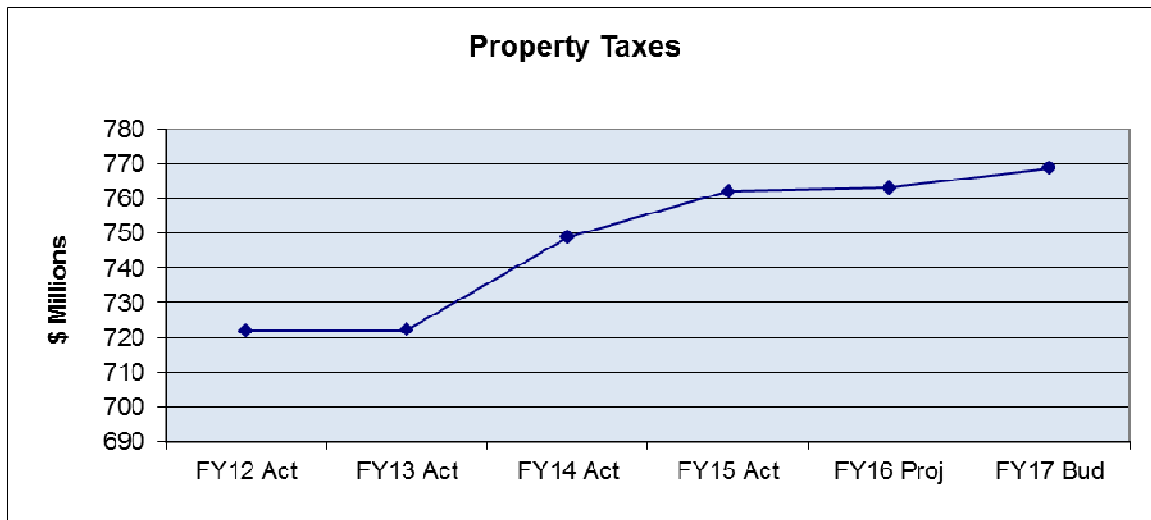


Revenue trends demonstrate the stability of Shelby County revenue sources

### Property Tax Revenue

Current Property Taxes have been projected at \$743.8 million for the FY17 Proposed Budget, based on a tax rate of \$4.37 with an expected growth of about 1.0% over the projected FY16 actual collection level. Delinquent tax revenue has been reduced by \$2.0 million in recognition of the increase in current collections. One cent of the tax rate is estimated to generate \$1,702,000 in revenue. The Rural School Bond property tax rate of \$.04 (which applied only to properties outside the Memphis city limits) was eliminated in FY15.

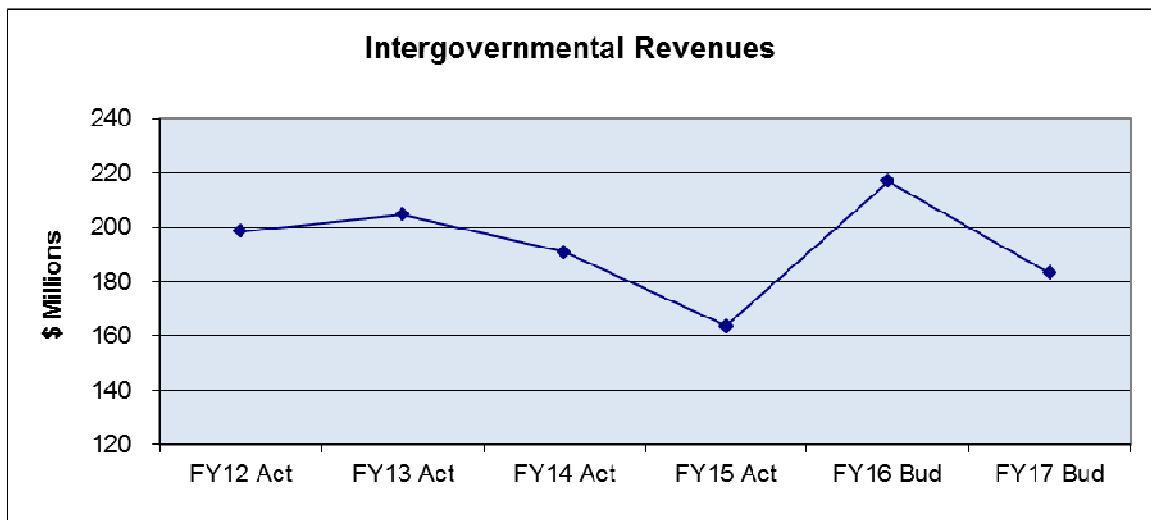




**Intergovernmental Revenues** received from the State of Tennessee contribute the second largest source of income to the County, representing 12.7% of total income, with revenue from Federal and local sources accounting for another 3.0% countywide (or 15.7% combined). Statewide revenue collections are distributed from the state to the municipalities on the basis of population, as prescribed by the Tennessee Code Annotated.

Significant revenue sources in this category include:

- Federal and State grant funding for specified programs (\$84.8 million). Budgets adjusted in FY17 to align with actual collections.
- Corrections reimbursements for housing of inmates charged with felony crimes (\$49.1 million)
- State gasoline tax (\$8.7 million) and TVA Replacement tax (\$7.0 million)
- State (\$8.1 million) and Local (\$4.6 million) cost reimbursements. The largest State reimbursement is for the Public Defender (\$5.1M). The City of Memphis reimburses the County for operations of Codes Enforcement and occupancy of the Criminal Justice Center. The county is also reimbursed for State and City elections.

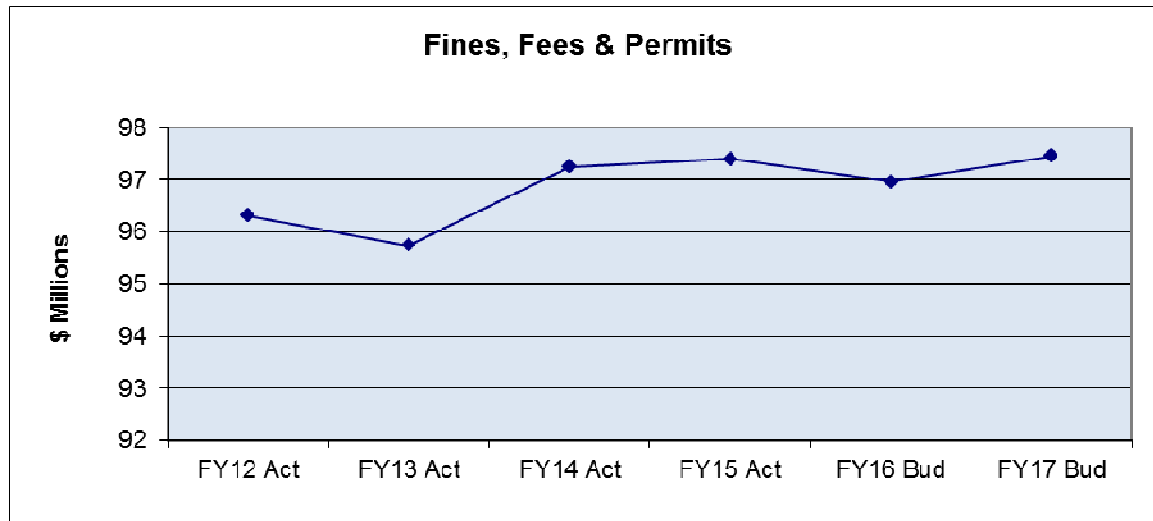


## Countywide Summary

## Revenue Overview

**Fines, Fees & Permits** account for 8.4% of total revenues. Collections in this category have stabilized over the past few years as economic conditions have improved. Significant fees collected from businesses, residents, and organizations for services provided include:

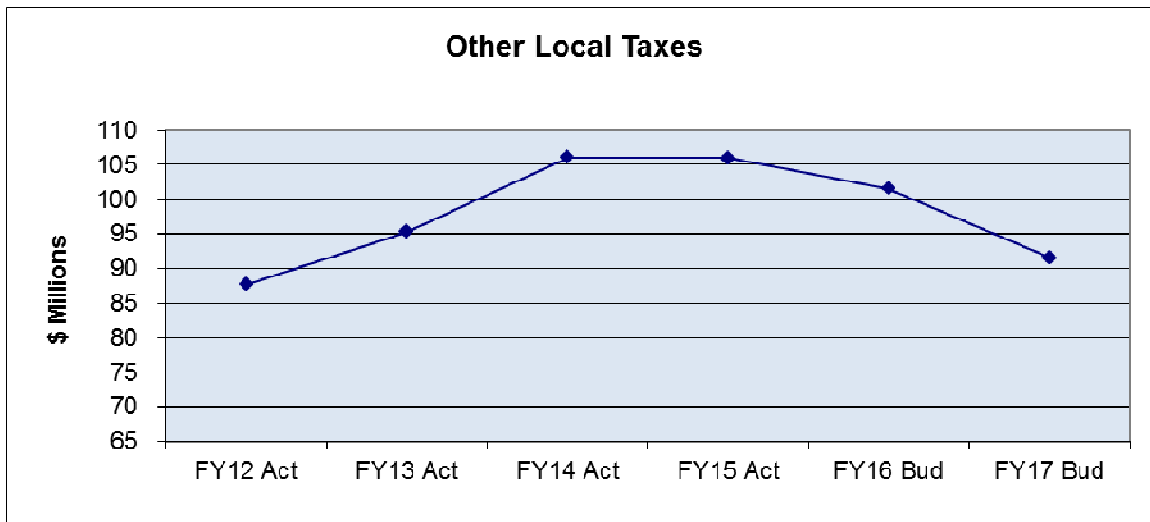
- County Trustee's commission for collection of property taxes (\$21.9 million)
- Fire Protection fees collected in the unincorporated areas of Shelby County (\$18.5 million)
- Various fees and permits charged by Elected Officials (County Clerk, Register, Courts)



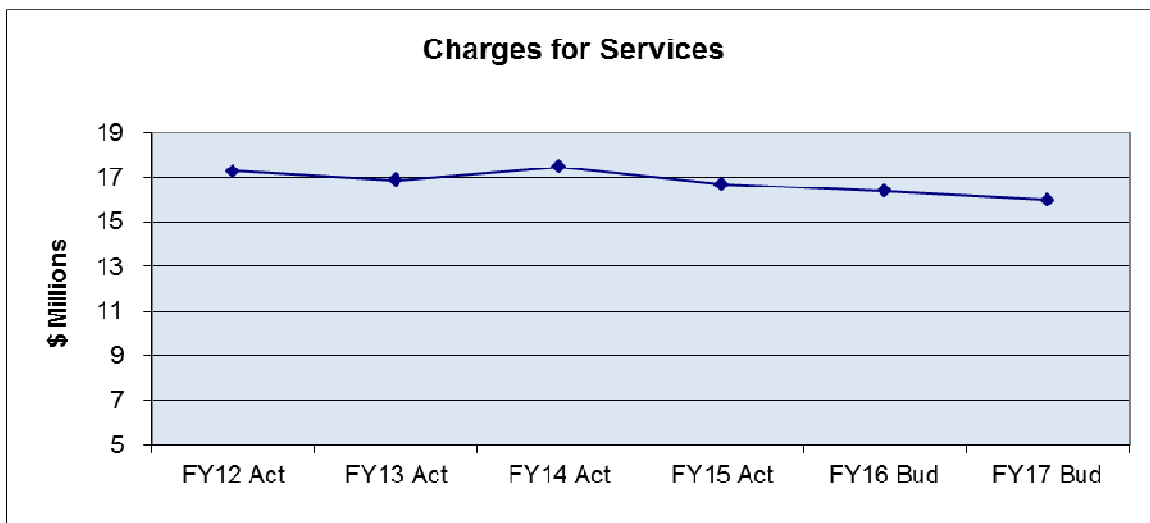
**Other Local Taxes** contribute another 7.9% or \$91.6 million - a \$10.0 million decrease from the prior year budget. The reduction in this category reflects the fact that the \$32 million projected for Wheel Tax has been equally divided for FY17 between the Education Fund and the CIP Fund for allocation to the schools. This change is partially offset by \$3.5 million in increased collections in Business, Hotel and Motel Taxes (13% growth in collections compared to the prior year budget to reflect actual collection trends). Significant local tax revenues are generated from:

- Wheel Tax - collected by the County Clerk as vehicle licenses are issued or renewed. All proceeds are allocated to Education for operating costs and capital projects.
- Hotel & Motel Tax - a 5% tax collected on room rentals as funding for the Sports Authority debt and Convention and Visitors Bureau (\$16.1 million)
- Exempt Property in Lieu of Taxes (PILOT) program – tax incentives designed to attract and expand business within Shelby County (\$24.5 million, including MLG&W)
- Business or Gross receipts taxes (\$15.0 million) and local share of Sales Tax (\$4.4 million)
- Interest & Penalty on Taxes (\$9.0 million) and litigation taxes (\$3.4 million)
- Car Rental Tax – a 3% tax collected on rental of private vehicles as funding for an NBA arena (\$2.2 million)

The FY14 increase reflects a non-recurring collection of the MLGW in Lieu of Tax from the City of Memphis.



**Charges for Services** represent only 1.4% or \$16 million of all revenues. This category includes internal service charges for telecommunications, fleet and fuel services, as well as charges for inmate telephone and postage usage, and TennCare revenue receipts. Changes in this category for FY17 internal billings include an increase for a Vehicle Replacement Program, PC Replacement Program, Roads and Bridges Internal Services and Pretrial Program Fees. Overall reductions in this category are reflected in inmate transport reimbursements due to fewer inmates working and in the Health department reductions in TennCare Patient Services due to patients using private care due to the cost of ACA.

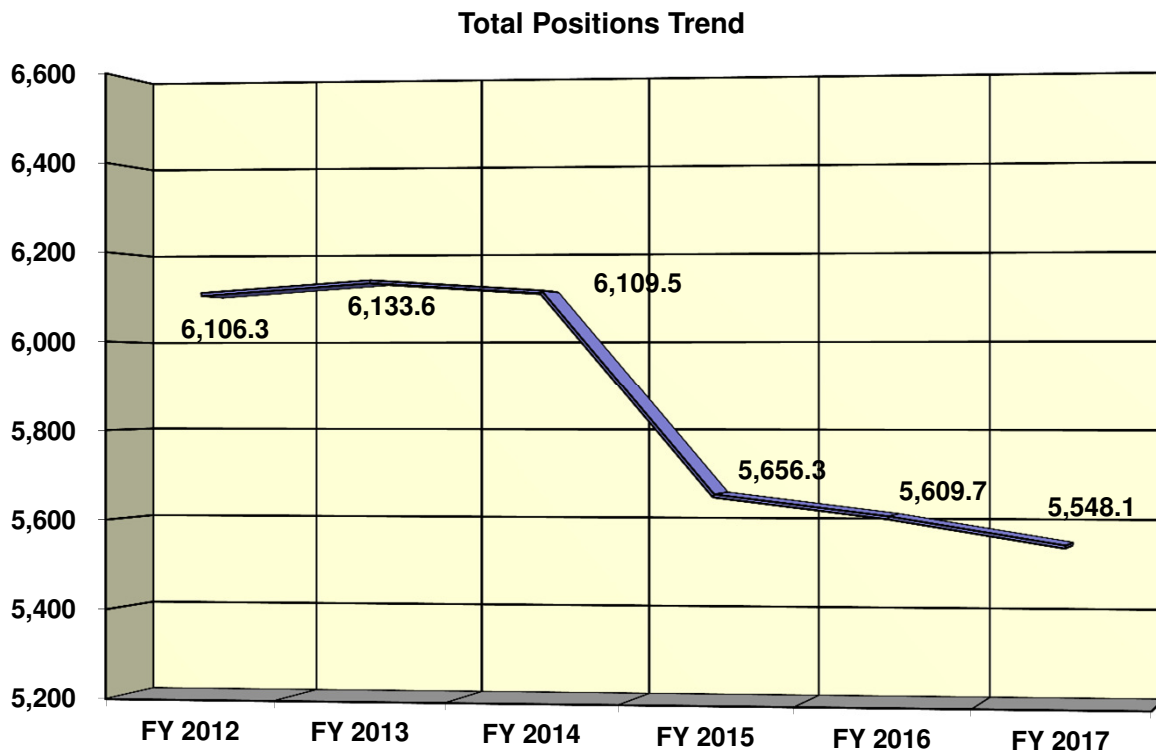


## Total FTE Positions by Fund Countywide Summary

## All Funds

FUND NAME	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY16-17 Change	% of Total
General Fund	3,857.1	3,875.1	3,902.8	3,896.0	3,918.5	3,910.7	(7.7)	70.5%
Special Revenue Funds	176.8	156.6	154.6	154.6	155.6	154.8	(0.9)	0.0
Enterprise Funds	969.8	1,010.8	1,013.8	1,011.8	977.0	923.0	(54.0)	16.6%
Internal Service Funds	21.0	41.0	33.0	33.0	20.0	20.0	-	0.4%
Grant Funds	1,081.6	1,050.1	1,005.3	560.8	538.6	539.6	1.0	0.0%
<b>TOTAL FTE - ALL FUNDS</b>	<b>6,106.3</b>	<b>6,133.6</b>	<b>6,109.5</b>	<b>5,656.3</b>	<b>5,609.7</b>	<b>5,548.1</b>	<b>(61.6)</b>	<b>100.0%</b>
Change from prior year	(27.8)	27.3	(24.1)	(453.2)	(46.6)	(61.6)		

*Note: Reduction in FTE from FY14 to FY15 primarily due to Headstart grant assumed by Shelby County Schools*



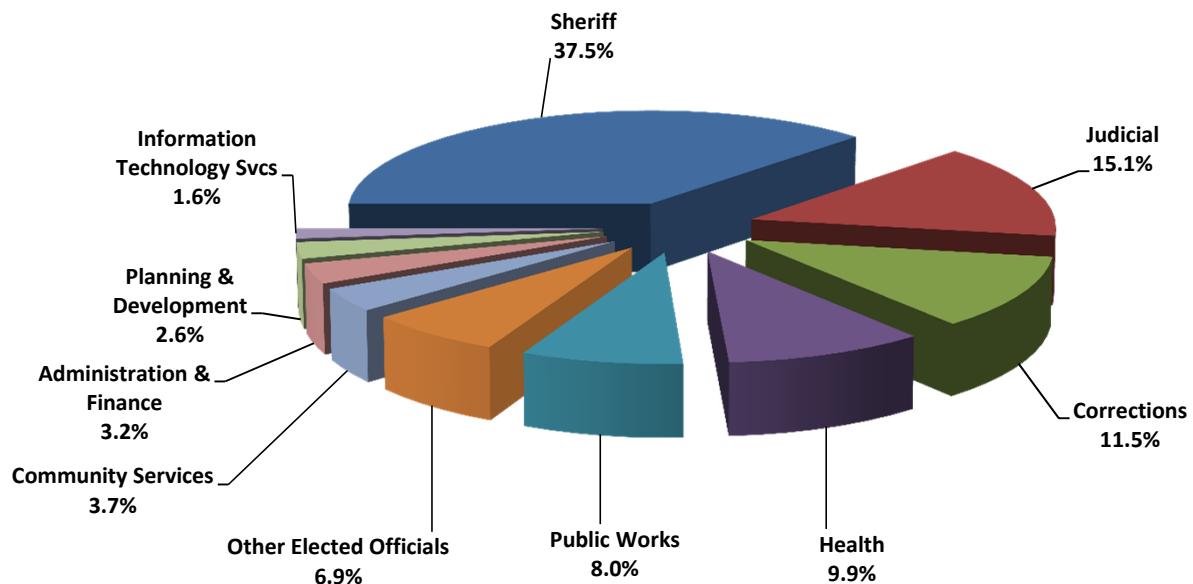
*The total number of County employees in All Funds has declined by 557 positions (9%) since FY12, with the largest number of reductions related to Grants.*

## Total FTE Positions Trends by Division Countywide Summary

### All Funds

DIVISION	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change	% of Total
Sheriff	1,988.8	1,977.3	1,965.0	2,081.0	2,081.0	-	37.5%
Judicial	909.0	929.6	940.6	842.7	836.3	(6.4)	15.1%
Corrections	749.8	739.8	735.3	694.8	639.0	(55.8)	11.5%
Health	558.0	552.0	560.6	549.3	551.2	2.0	9.9%
Public Works	444.0	438.0	437.0	438.0	443.0	5.0	8.0%
Other Elected Officials	383.0	381.0	384.5	382.0	381.0	(1.0)	6.9%
Community Services	680.0	664.3	211.7	207.4	206.0	(1.4)	3.7%
Administration & Finance	190.0	192.5	184.5	178.5	177.5	(1.0)	3.2%
Planning & Development	146.0	145.0	145.0	144.0	144.0	-	2.6%
Information Technology Svcs	85.0	90.0	92.0	92.0	89.0	(3.0)	1.6%
<b>TOTAL FTE - ALL FUNDS</b>	<b>6,133.6</b>	<b>6,109.5</b>	<b>5,656.2</b>	<b>5,609.7</b>	<b>5,548.1</b>	<b>(56.2)</b>	<b>100.0%</b>

## Total FY17 Positions by Division



*The Sheriff accounts for about one third of all positions on an "All Funds" basis.*

## Total FTE Positions Distribution Countywide Summary

## All Funds

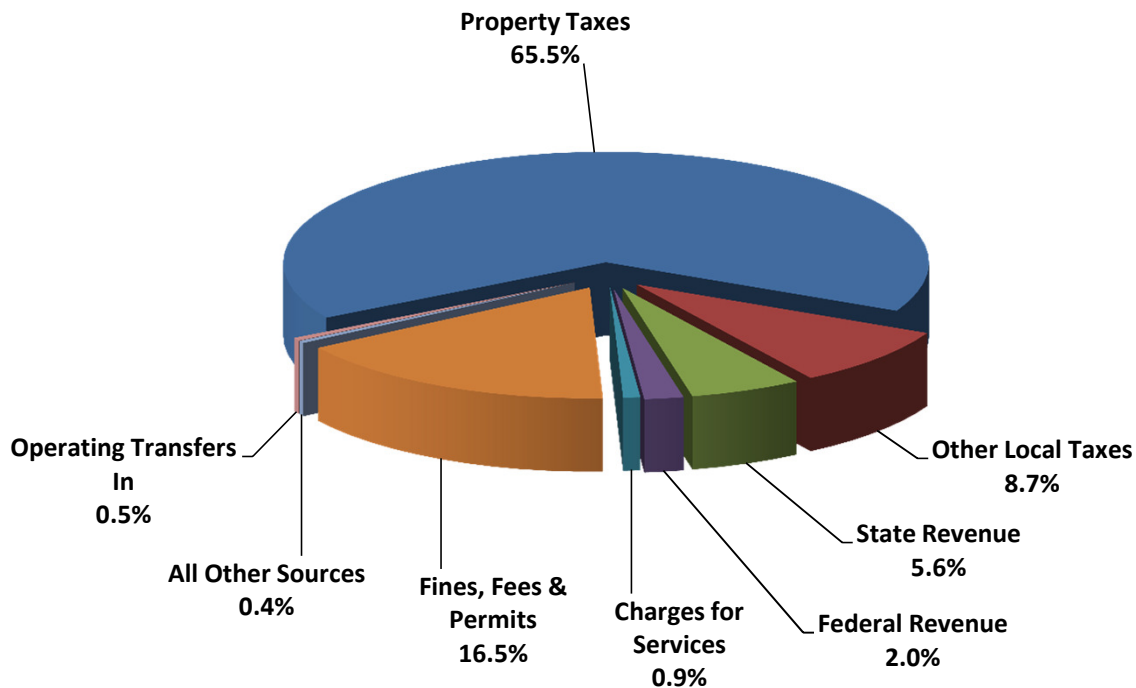
	General Fund	Special Revenue	Enterprise Funds	Internal Services	Grant Funds	ALL FUNDS TOTAL
<b>MAYOR'S ADMINISTRATION</b>						
Administration & Finance	173.4	-	-	-	4.1	177.5
Information Technology	84.0	-	-	5.0	-	89.0
Planning & Development	4.0	-	116.0	-	24.0	144.0
Public Works	161.0	93.0	169.0	15.0	5.0	443.0
Corrections	-	-	638.0	-	1.0	639.0
Health Services	147.1	56.8	-	-	347.4	551.2
Community Services	95.0	-	-	-	111.0	206.0
<b>Total Mayor's Admin FTE</b>	<b>664.5</b>	<b>149.8</b>	<b>923.0</b>	<b>20.0</b>	<b>492.5</b>	<b>2,249.8</b>
<b>SHERIFF</b>						
Sheriff Administration	186.0	-	-	-	-	186.0
Law Enforcement	732.0	-	-	-	1.0	733.0
Jail	1,162.0	-	-	-	-	1,162.0
<b>Total Sheriff FTE</b>	<b>2,080.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>2,081.0</b>
<b>JUDICIAL</b>						
Chancery Court	22.5	-	-	-	-	22.5
Circuit Court	40.0	-	-	-	-	40.0
Criminal Court	83.0	-	-	-	2.0	85.0
General Sessions Court	186.3	5.0	-	-	2.0	193.3
Probate Court	14.0	-	-	-	-	14.0
Juvenile Court Judge	131.7	-	-	-	18.3	150.0
Juvenile Court Clerk	58.0	-	-	-	15.0	73.0
Attorney General	109.2	-	-	-	8.8	118.0
Public Defender	130.0	-	-	-	-	130.0
Divorce Ref/Jury Commission	10.5	-	-	-	-	10.5
<b>Total Judicial FTE</b>	<b>785.2</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>46.1</b>	<b>836.3</b>
<b>OTHER ELECTED OFFICIALS</b>						
Election Commission	25.0	-	-	-	-	25.0
Legislative Operations	68.5	-	-	-	-	68.5
Equal Opportunity Compliance	20.5	-	-	-	-	20.5
Assessor	24.0	-	-	-	-	24.0
County Clerk	9.0	-	-	-	-	9.0
Register	143.0	-	-	-	-	143.0
Trustee	91.0	-	-	-	-	91.0
<b>The Total Other Elected FTE</b>	<b>381.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>381.0</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>	<b>3,910.7</b>	<b>154.8</b>	<b>923.0</b>	<b>20.0</b>	<b>539.6</b>	<b>5,548.1</b>

# **GENERAL FUND SUMMARY**



## **FY17 PROPOSED BUDGET**

## Where the Money Comes From....

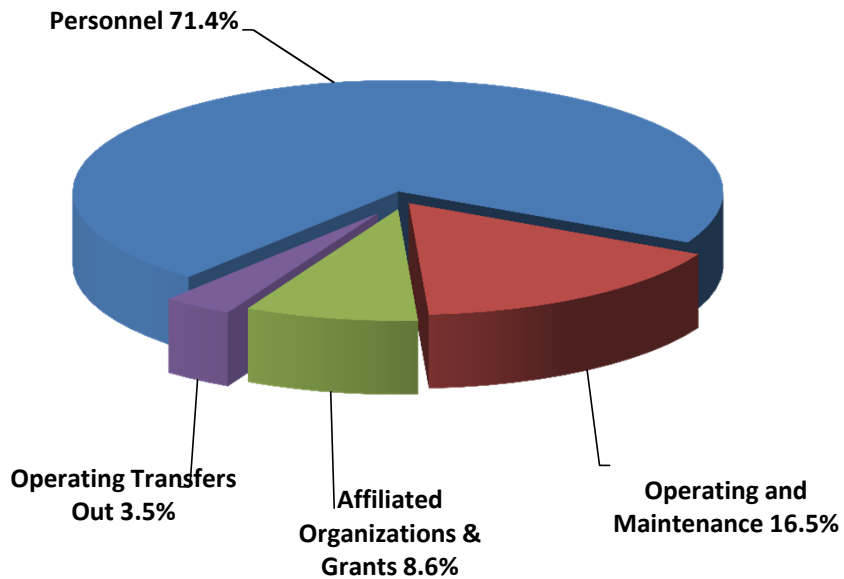


## SOURCES OF FUNDS:

	<u>FY17 Proposed</u>	<u>FY16 Amended</u>
<b><u>Revenue:</u></b>		
Property Taxes	\$ 254,833,000	\$ 250,825,000
Intergovernmental-State	21,687,200	21,857,298
Other Local Taxes	33,989,000	31,730,000
Fines, Fees & Permits	64,161,000	63,907,000
Intergovernmental-Federal	7,619,417	8,262,293
Charges for Services	3,326,941	3,713,515
Other Revenue/Interest Income	701,700	677,400
Subtotal	<u>386,318,258</u>	<u>380,972,505</u>
<b><u>Other Sources:</u></b>		
Planned Use of Fund Balance	-	1,621,080
Operating Transfers In	1,789,545	1,918,708
Other Financial Sources	700,000	600,000
Subtotal	<u>2,489,545</u>	<u>4,139,788</u>
<b>Total Appropriation Sources</b>	<b><u>\$ 388,807,803</u></b>	<b><u>\$ 385,112,294</u></b>



### .....and Where the Money Goes



### USE OF FUNDS:

	<u>FY17 Proposed</u>	<u>FY16 Amended</u>
Personnel	\$ 277,772,024	\$ 272,235,413
Operating and Maintenance	* 64,030,698	63,136,823
Affiliated Organizations & Grants	33,408,729	33,873,729
Operating Transfers Out	13,596,352	15,866,329
<b>Total Appropriation Uses</b>	<b><u>\$ 388,807,803</u></b>	<b><u>\$ 385,112,294</u></b>

\* Includes any spending contingencies or restrictions

***Personnel expenses represent the largest use of funds for General Fund Operations***

## Prime Accounts

## General Fund

ACCT	DESCRIPTION	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
40 -	Property Taxes	(243,102,953)	(246,933,781)	(252,568,770)	(250,825,000)	(254,833,000)
41 -	Other Local Taxes	(30,987,178)	(34,048,774)	(32,350,887)	(31,730,000)	(33,989,000)
43 -	Intergovernmental - State	(19,448,535)	(19,588,987)	(20,557,391)	(21,857,298)	(21,687,200)
44 -	Intergovernmental - Federal & Local	(7,576,952)	(11,270,945)	(7,258,450)	(8,262,293)	(7,619,417)
45 -	Charges for Services	(3,429,291)	(3,360,557)	(3,753,190)	(3,713,515)	(3,326,941)
46 -	Fines, Fees & Permits	(63,598,246)	(64,612,993)	(64,200,149)	(63,907,000)	(64,161,000)
47 -	Other Revenue	(425,431)	(272,660)	(815,237)	(284,000)	(303,200)
48 -	Investment Income	(360,385)	(371,433)	(382,754)	(393,400)	(398,500)
<b>TOTAL REVENUE</b>		<b>(368,928,971)</b>	<b>(380,460,129)</b>	<b>(381,886,828)</b>	<b>(380,972,505)</b>	<b>(386,318,258)</b>
51 -	Salaries-Regular Pay	176,045,600	175,798,253	180,675,683	202,128,357	205,026,985
52 -	Salaries-Other Compensation	12,249,170	12,390,954	13,061,781	13,749,728	14,153,873
55 -	Fringe Benefits	68,733,373	76,667,703	73,249,798	74,841,454	78,210,873
56 -	Vacancy Savings	-	-	-	(18,484,126)	(19,619,707)
<b>TOTAL SALARIES</b>		<b>257,028,143</b>	<b>264,856,910</b>	<b>266,987,262</b>	<b>272,235,413</b>	<b>277,772,024</b>
60 -	Supplies & Materials	9,338,760	9,440,639	8,837,967	9,168,475	8,783,963
64 -	Services & Other Expenses	7,709,328	7,434,157	7,635,008	9,999,850	10,739,936
66 -	Professional & Contracted Services	28,746,313	29,825,253	31,560,591	33,567,963	33,884,946
67 -	Rent, Utilities & Maintenance	13,528,961	13,203,826	13,518,137	15,572,263	15,942,029
68 -	Interfund Services	588,522	232,916	300,527	(1,419,838)	(705,919)
70 -	Capital Asset Acquisitions	1,903,805	1,275,601	1,866,678	2,194,325	1,220,813
<b>TOTAL OPERATING &amp; MAINT</b>		<b>61,815,689</b>	<b>61,412,393</b>	<b>63,718,908</b>	<b>69,083,038</b>	<b>69,865,768</b>
<b>89 - AFFILIATED ORGANIZATIONS</b>		<b>28,476,366</b>	<b>28,461,078</b>	<b>28,476,256</b>	<b>29,108,729</b>	<b>29,108,729</b>
<b>90 - GRANTS</b>		<b>1,037,000</b>	<b>635,000</b>	<b>3,050,000</b>	<b>4,765,000</b>	<b>4,300,000</b>
<b>95 - CONTINGENCIES &amp; RESTRICTIONS</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(5,946,216)</b>	<b>(5,835,070)</b>
<b>94 - OTHER SOURCES &amp; USES</b>		<b>(618,619)</b>	<b>(1,407,972)</b>	<b>(800,165)</b>	<b>(600,000)</b>	<b>(700,000)</b>
<b>TOTAL EXPENDITURES</b>		<b>347,738,579</b>	<b>353,957,409</b>	<b>361,432,261</b>	<b>368,645,964</b>	<b>374,511,451</b>
<b>PLANNED FUND BALANCE CHANGE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,621,080)</b>	<b>-</b>
96 -	Operating Transfers In	(2,346,401)	(1,670,050)	(1,761,343)	(1,918,708)	(1,789,545)
98 -	Operating Transfers Out	20,676,746	20,545,056	19,375,573	15,866,329	13,596,352
<b>NET TRANSFERS</b>		<b>18,330,346</b>	<b>18,875,007</b>	<b>17,614,230</b>	<b>13,947,621</b>	<b>11,806,807</b>
<b>TOTAL GENERAL FUND</b>		<b>(2,860,047)</b>	<b>(7,627,714)</b>	<b>(2,840,337)</b>	<b>-</b>	<b>-</b>

# Net Expenditures by Division \*

# General Fund

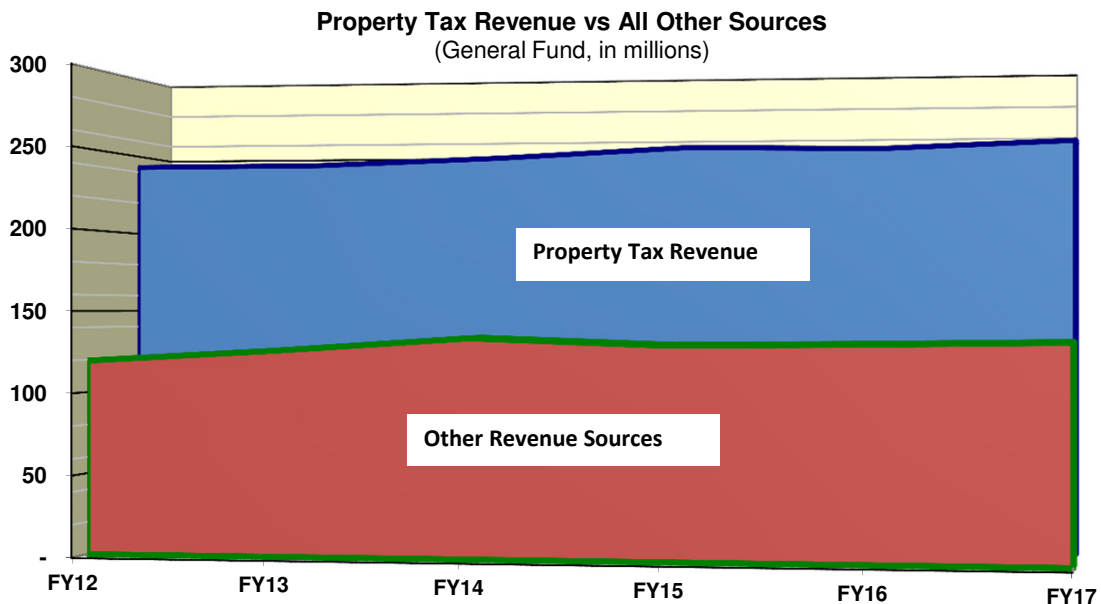
DIVISION/DEPARTMENT	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
<b>MAYOR'S ADMINISTRATION:</b>					
Administration & Finance	(231,075,922)	(237,305,438)	(241,439,518)	(246,275,499)	(256,159,800)
Information Technology	8,197,246	8,606,042	9,144,166	9,246,707	9,257,358
Planning & Development	395,760	386,414	402,251	407,222	426,315
Public Works	16,496,719	15,368,250	16,424,164	17,357,239	20,636,945
Health Services	19,166,934	21,253,234	21,817,898	22,236,560	23,677,786
Community Services	7,758,463	7,903,074	7,873,923	8,097,059	8,113,248
<b>SUBTOTAL</b>	<b>(179,060,800)</b>	<b>(183,788,424)</b>	<b>(185,777,117)</b>	<b>(188,930,712)</b>	<b>(194,048,149)</b>
<b>SHERIFF:</b>					
Sheriff Administration	18,371,001	17,927,676	17,487,458	9,634,966	9,070,263
Law Enforcement	54,668,344	58,610,673	59,544,903	65,085,713	66,877,865
Jail	70,789,098	73,345,895	73,894,744	85,006,443	87,274,057
<b>SUBTOTAL</b>	<b>143,828,443</b>	<b>149,884,243</b>	<b>150,927,105</b>	<b>159,727,123</b>	<b>163,222,185</b>
<b>JUDICIAL:</b>					
Chancery Court	(1,807,816)	(2,623,959)	(2,064,166)	(1,634,900)	(1,226,893)
Circuit Court	(413,236)	(317,708)	(146,849)	(287,453)	31,009
Criminal Court	616,730	1,099,531	372,575	901,944	836,166
General Sessions Court	3,615,366	3,568,645	3,957,881	3,816,225	4,586,404
Probate Court	543,825	591,883	600,644	690,428	706,010
Juvenile Court	18,410,960	19,643,095	19,971,695	14,588,394	13,363,390
Attorney General	9,442,233	9,742,400	9,735,752	10,022,258	10,000,327
Public Defender	6,173,325	5,674,399	6,554,128	7,346,386	7,201,357
Divorce Ref. / Jury Comm.	1,155,540	1,311,996	1,136,784	1,202,877	1,207,091
<b>SUBTOTAL</b>	<b>37,736,928</b>	<b>38,690,284</b>	<b>40,118,444</b>	<b>36,646,161</b>	<b>36,704,862</b>
<b>OTHER ELECTED OFFICIALS:</b>					
Election Commission	-	-	67,092	200,000	350,000
Legislative Operations	(17,900,765)	(18,755,481)	(18,719,744)	(17,470,072)	(18,483,496)
Equal Opportunity	3,928,878	2,203,270	3,705,417	1,635,406	4,018,034
Assessor	(4,929,914)	(5,486,922)	(5,843,778)	(5,308,978)	(5,507,264)
County Clerk	2,743,096	2,167,936	2,280,131	2,275,047	2,301,866
Register	676,403	633,838	667,364	715,511	749,251
Trustee	10,117,684	6,823,544	9,734,751	10,510,514	10,692,710
<b>SUBTOTAL</b>	<b>(5,364,618)</b>	<b>(12,413,816)</b>	<b>(8,108,768)</b>	<b>(7,442,572)</b>	<b>(5,878,899)</b>
<b>TOTAL GENERAL FUND</b>	<b>(2,860,047)</b>	<b>(7,627,714)</b>	<b>(2,840,337)</b>	<b>-</b>	<b>-</b>

*\*Includes all Sources and Uses of Funds*

## Revenue Overview

## General Fund

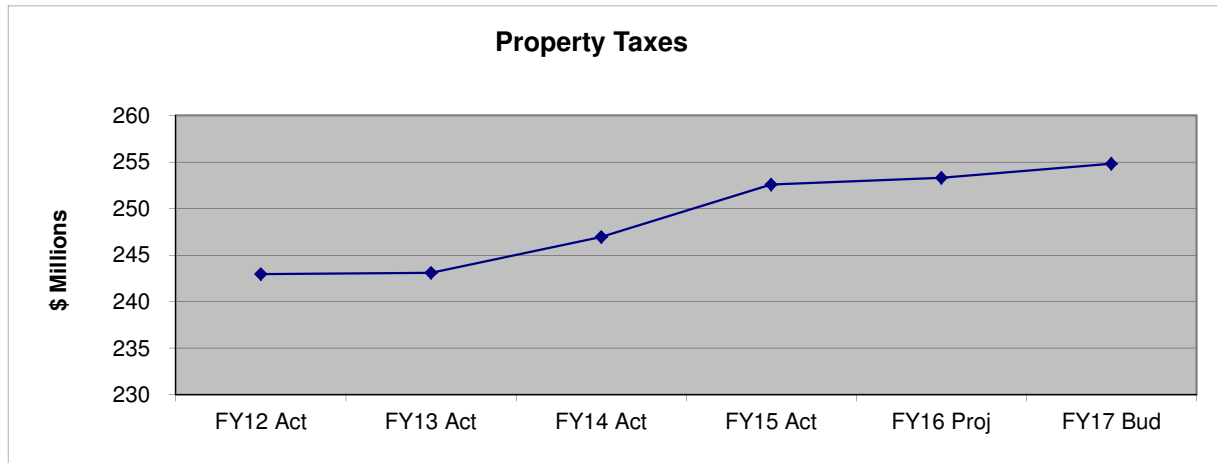
REVENUE SOURCE	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
<b>Property Taxes</b>	(243,102,953)	(246,933,781)	(252,568,770)	(250,825,000)	(254,833,000)
% of Total	65.9%	64.9%	66.1%	65.8%	66.0%
<b>Fines, Fees &amp; Permits</b>	(63,598,246)	(64,612,993)	(64,200,149)	(63,907,000)	(64,161,000)
% of Total	17.2%	17.0%	16.8%	16.8%	16.6%
<b>Other Local Taxes</b>	(30,987,178)	(34,048,774)	(32,350,887)	(31,730,000)	(33,989,000)
% of Total	8.4%	8.9%	8.5%	8.3%	8.8%
<b>Intergovernmental - State</b>	(19,448,535)	(19,588,987)	(20,557,391)	(21,857,298)	(21,687,200)
% of Total	5.3%	5.1%	5.4%	5.7%	5.6%
<b>Intergovernmental-Fed&amp;Local</b>	(7,576,952)	(11,270,945)	(7,258,450)	(8,262,293)	(7,619,417)
% of Total	2.1%	3.0%	1.9%	2.2%	2.0%
<b>Charges for Services</b>	(3,429,291)	(3,360,557)	(3,753,190)	(3,713,515)	(3,326,941)
% of Total	0.9%	0.9%	1.0%	1.0%	0.9%
<b>Other Revenue</b>	(425,431)	(272,660)	(815,237)	(284,000)	(303,200)
% of Total	0.1%	0.1%	0.2%	0.1%	0.1%
<b>Interest Income</b>	(360,385)	(371,433)	(382,754)	(393,400)	(398,500)
% of Total	0.1%	0.1%	0.1%	0.1%	0.1%
<b>Total General Fund Revenue</b>	<b>(368,928,971)</b>	<b>(380,460,129)</b>	<b>(381,886,828)</b>	<b>(380,972,505)</b>	<b>(386,318,258)</b>
<b>% Change from Prior Year</b>	<b>-1.6%</b>	<b>3.1%</b>	<b>0.4%</b>	<b>-0.2%</b>	<b>1.4%</b>
<b>\$ Change from Prior Year (Decrease)</b>		<b>11,531,158</b>	<b>1,426,699</b>	<b>-914,322</b>	<b>5,345,753</b>



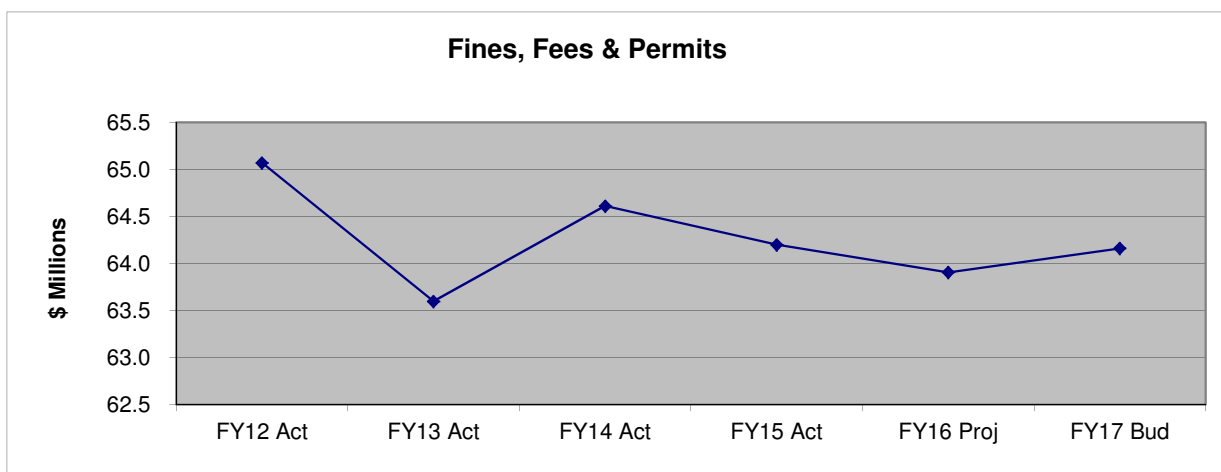
Property tax revenue has remained relatively stable as a percentage of total revenues that support General Fund operations.

**GENERAL FUND REVENUE TRENDS AND ASSUMPTIONS**

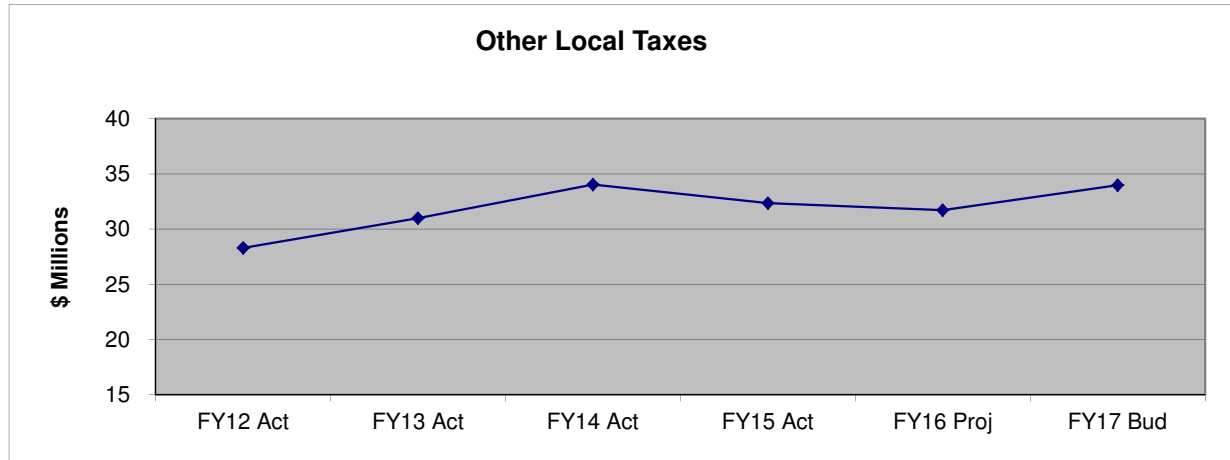
**Property Tax Revenues** continue to provide the primary source of operating funds for Shelby County, accounting for 66% of total General Fund revenues. Delinquent taxes represent \$8.0 million (or 3.1%) of total property tax collections. The General Fund is allocated \$1.45 or 33% of the total tax rate, including three cents (\$0.03) that were reallocated from Debt Service to the General Fund for FY12. The gradual overall growth in property tax collections is proportionately reflected in share to the General Fund. Further discussion of property taxes is provided in the "All Funds Summary" section.



**Fines, Fees & Permits** represent the second largest source of General Fund income at 16.6% of total revenue. This category includes fees collected by the Courts and Other Elected Officials such as the County Clerk, Register and Trustee. Additional fees expected to be generated from the County Clerk and Register in FY17 will compensate somewhat for reduced collections by Chancery, Circuit and General Sessions courts. Cable Franchise Fees have also shown growth in recent years. This revenue category has experienced some volatility in collections during the economic recovery.



**Other Local Taxes** are expected to contribute 8.8% of all General Fund revenues in FY17. This amount is higher than the current budget by 7.0% or \$2.4 million to reflect prior year actual collections and stronger Business Tax collections during FY17. The FY17 budget recognizes a \$600K increase in In-Lieu-of-Tax payments collected from MLG&W offset by a \$300K decline in other companies with PILOT agreements.



**Intergovernmental Revenue collected from the State of Tennessee** accounts for 5.6% of all General Fund revenue. State revenue includes the County share of the State Income Tax (\$1.8), the TVA Replacement Tax (\$7.0), cost reimbursements related to the Public Defender (\$5.1), the Jail (\$1.8) as well as various grant programs. Bank Excise Taxes are projected to grow by \$700K based on current activity and market rates.

**Intergovernmental Revenue - Federal & Local** sources contribute 2.0% to the County General Fund - a \$0.7 million decrease from the FY16 Budget. This decrease is due to only non-reimbursable elections scheduled in the FY17 cycle.

**Charges for Services, Other Revenue Sources and Interest Income** account for only about 1.0% of all General Fund revenues. Most of this revenue is derived from TennCare revenue, Health Department Patient Services, the Inmate Phone System, the Edmund Orgill Golf Course and charges for internal print and mail services (previously recorded in an Internal Service Fund).

## Fund Balance Analysis

## General Fund

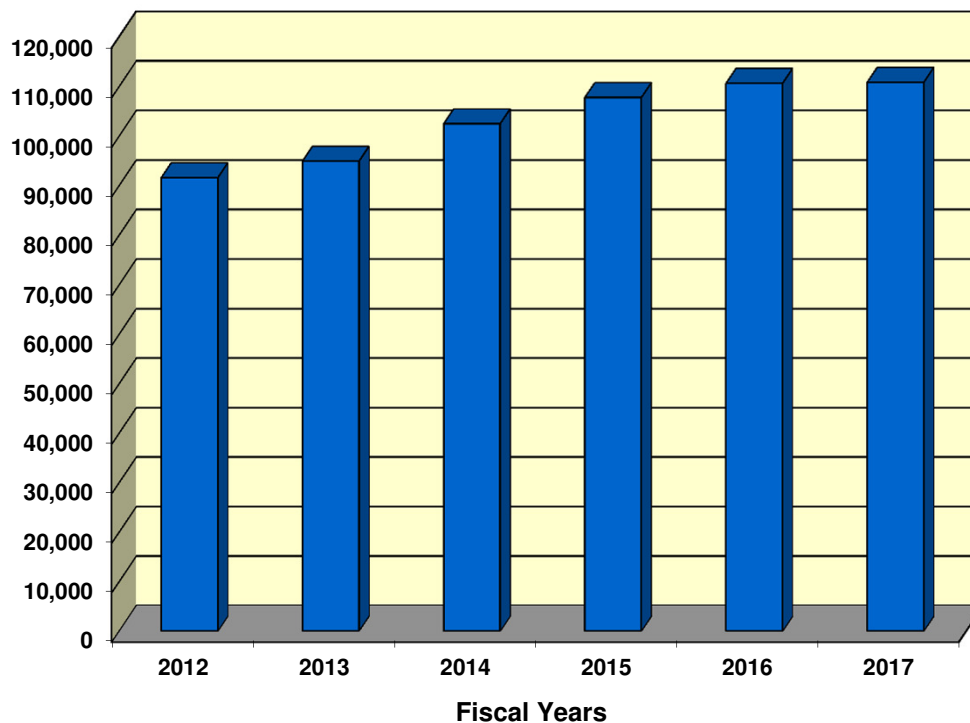
Fund Balance is a term used to express equity - the excess of what the County owns (assets) over what the County owes (liabilities) for a single fund. A healthy fund balance is important to financial planning and budgeting for the following reasons:

- To provide funds for unforeseen expenses or emergencies
- To ensure sufficient cash flow within the property tax collection cycle
- To demonstrate financial stability for higher bond ratings and lower cost of debt

Shelby County has steadily increased General Fund balance as a percentage of revenue over the past five years to a level within the 20-30% range specified by current Shelby County policy.

### Summary of General Fund Balance

Fiscal Years 2012 - 2017 at June 30  
(in thousands)



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Budget
Beginning Fund Balance at July 1	86,867	92,899	95,760	103,388	108,744	111,838
Revenue/Sources of Funds	362,350	368,929	380,460	381,887	381,167	386,318
Uses of Funds	-356,318	-366,068	-372,832	-376,531	-378,073	-386,318
Ending Fund Balance at June 30	92,899	95,760	103,388	108,744	111,838	111,838
Unassigned Ending Fund Balance	91,591	94,913	102,470	107,773	110,638	110,838
Unassigned as a % of Revenue	25.3%	25.7%	26.9%	28.2%	29.0%	28.7%

*Unassigned balance allows for carryforwards to next year.*

## Five Year Projections

## General Fund

Acct	Description	FY17 Proposed	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
<b>Assumptions:</b>						
	Property Tax % increase-Current	1.0%	3.0%	1.0%	1.0%	1.0%
	Property Tax % increase-Prior Yrs	-0.8%	1.0%	1.0%	1.0%	1.0%
	Salary Increase	2.0%	2.0%	2.0%	2.0%	2.0%
	Pension % of Salaries (5102)	17.50%	18.00%	18.25%	18.50%	18.75%
	OPEB % of Salaries (5102)	7.00%	6.75%	6.50%	6.25%	6.00%
	Health Insurance % increase	5.0%	5.0%	5.0%	5.0%	5.0%
	Operating and Maint % Increase	1.0%	1.0%	1.0%	1.0%	1.0%
	Property Tax Rate	1.45	1.45	1.45	1.45	1.45
	Penny Value	\$ 1,702,000	\$ 1,750,000	\$ 1,770,000	\$ 1,790,000	\$ 1,810,000
40 -	Property Taxes	(254,833,000)	(261,875,000)	(264,856,000)	(267,838,000)	(270,821,000)
41 -	Other Local Taxes	(33,989,000)	(34,005,000)	(34,021,000)	(34,037,000)	(34,053,000)
43 -	State Revenues	(21,687,200)	(21,737,200)	(21,787,200)	(21,837,200)	(21,887,200)
44 -	Federal & Local Revenues	(7,619,417)	(9,884,417)	(6,884,417)	(8,884,417)	(8,884,417)
45 -	Charges for Services	(3,326,941)	(3,326,941)	(3,326,941)	(3,326,941)	(3,326,941)
46 -	Fines, Fees & Permits	(64,161,000)	(64,761,000)	(65,361,000)	(65,961,000)	(66,561,000)
47 -	Other Revenue	(303,200)	(303,200)	(303,200)	(303,200)	(303,200)
48 -	Investment Income	(398,500)	(448,500)	(498,500)	(548,500)	(598,500)
	<b>Revenue</b>	<b>(386,318,258)</b>	<b>(396,341,258)</b>	<b>(397,038,258)</b>	<b>(402,736,258)</b>	<b>(406,435,258)</b>
51 -	Salaries-Regular Pay	205,026,984	207,820,312	212,769,506	216,517,684	220,840,826
52 -	Salaries-Other Compensation	14,153,874	14,406,522	14,635,230	14,868,512	15,106,460
5510 -	Retirement Benefits - County	33,608,969	37,102,121	38,367,222	39,668,066	41,005,579
5511 -	OPEB Benefits	12,630,757	13,913,295	13,665,038	13,401,374	13,121,785
554x -	Group Health Insurance	25,621,482	26,902,556	28,247,684	29,660,068	31,143,072
55xx -	Other Fringe Benefits	6,349,665	6,290,205	6,343,308	6,319,472	6,325,160
56 -	Salary Restriction	(19,619,707)	(19,619,707)	(19,619,707)	(19,619,707)	(19,619,707)
	<b>Salaries &amp; Fringe Benefits</b>	<b>277,772,024</b>	<b>286,815,305</b>	<b>294,408,281</b>	<b>300,815,469</b>	<b>307,923,175</b>
60 -	Supplies & Materials	8,783,963	8,871,804	8,960,523	9,050,130	9,140,632
64 -	Services & Other Expenses	10,739,936	10,847,337	10,955,810	11,065,370	11,176,025
66 -	Professional & Contracted Svcs	33,884,946	34,483,134	35,095,083	35,721,165	36,361,765
67 -	Rent, Utilities & Maintenance	15,942,029	16,101,451	16,262,466	16,425,089	16,589,341
68 -	Interfund Services	(705,919)	(712,978)	(720,108)	(727,309)	(734,581)
70 -	Capital Asset Acquisitions	1,220,813	1,233,023	1,245,353	1,257,806	1,270,384
	<b>Operating &amp; Maintenance</b>	<b>69,865,768</b>	<b>70,823,771</b>	<b>71,799,127</b>	<b>72,792,251</b>	<b>73,803,566</b>
	<b>Affiliated Organizations</b>	<b>29,108,729</b>	<b>29,108,729</b>	<b>29,108,729</b>	<b>29,108,729</b>	<b>29,108,729</b>
	<b>Grants</b>	<b>4,300,000</b>	<b>4,300,000</b>	<b>4,300,000</b>	<b>4,300,000</b>	<b>4,300,000</b>
	<b>Contingencies &amp; Restrictions</b>	<b>(5,835,070)</b>	<b>(5,835,070)</b>	<b>(5,835,070)</b>	<b>(5,835,070)</b>	<b>(5,835,070)</b>
	<b>Other Financing Sources</b>	<b>(700,000)</b>	<b>(700,000)</b>	<b>(700,000)</b>	<b>(700,000)</b>	<b>(700,000)</b>
	<b>Expenditures</b>	<b>374,511,451</b>	<b>384,512,735</b>	<b>393,081,067</b>	<b>400,481,379</b>	<b>408,600,400</b>
	<b>Net Transfers</b>	<b>11,806,807</b>	<b>11,806,807</b>	<b>11,806,807</b>	<b>11,806,807</b>	<b>11,806,807</b>
	<b>Projected Increases</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>PROJECTED DEFICIT/(SURPLUS)</b>	<b>\$ 0</b>	<b>\$ (21,716)</b>	<b>\$ 7,849,616</b>	<b>\$ 9,551,928</b>	<b>\$ 13,971,949</b>
	<b>Change from Prior Year</b>	<b>\$ 0</b>	<b>\$ (21,716)</b>	<b>\$ 7,871,332</b>	<b>\$ 1,702,312</b>	<b>\$ 4,420,021</b>



A projection of General Fund revenue and expenditures is prepared annually as the first step in the budget process to forecast expected trends through the next five years. Initial projections are updated as necessary throughout the year to incorporate new information or major changes in assumptions. Long term projections allow the Administration and County Commission to make current decisions with a more informed awareness of the future impact of those decisions.

Assumptions included in the five year projections are listed below. Specific rates and amounts are shown in the schedule provided on the previous page.

- **Property tax revenue** has been projected at 1% growth for FY17, followed by 3% in the reappraisal year of FY18 and 1% annually thereafter. The increase reflects both a stabilization of realty values in Shelby County with the economic recovery as well as improved collection rates. Because property taxes are the county's primary revenue source and the foundation for an accurate budget forecast, the Trustee and the Assessor provide extensive input for these projections.
- **Property tax rate** has been maintained at current level for the next five years.
- **Other revenues** have been projected at current collection levels with adjustments for trending patterns. The impact of reimbursements for election cycles and reappraisals is also reflected in the appropriate years. A conservative and realistic approach to revenue forecasting has proven to be an effective predictor for future trends. Due to legal restrictions imposed by the State, the County does not have viable options for significant sources of new revenue.
- **Salary increase for employees** of 2% per year has been included as an average. Actual increases will vary based upon the federal Cost of Living Adjustment (COLA), Consumer Price Index (CPI) and other factors. The growth of personnel expense for Shelby County (which accounts for 70% of all costs) has been contained through headcount reduction and cost control of benefits. However, it remains a priority to provide adequate employee compensation to attract and retain a productive workforce.
- **Pension expense** increase as a percentage of salaries reflects a reduction in the assumed investment rate of return from 8% to 7.5% annually. This return assumption may need to be further reduced if current market conditions continue.
- **OPEB expense** will decline annually based on actuarial reports. Changes to the pension and OPEB plans have allowed the County to contain the growth of these expenses.
- **Health insurance** coverage is expected to increase by about 5% annually. The County has effectively managed this escalating cost factor through changes to benefit plans and cost-sharing with employees.
- **Operating and maintenance** expenses have been inflated by 1% annually, primarily to allow for increases in utilities and major contractual obligations for services and technology. The County has implemented various efficiency measures and purchasing strategies to control rising costs of information technology, telephones, printing, and vehicle repairs.

Actual revenue collections and expenditures are also forecasted on a monthly basis throughout the current fiscal year to ensure budget compliance and sufficient cash flow availability. Fund Balance policies have been adopted as guidance for maintaining adequate fund balance levels and making budget decisions concerning the use of fund balance and to establish strategies for replenishing or reducing the fund balance to target ranges. The General Fund does not absorb discontinued grant programs or cost increases from other funds.

## Position Control Budget

## General Fund Trends

**Personnel costs account for 71% of all General Fund expenditures.** That factor makes Position Control the most significant single element for cost containment. Shelby County has implemented and maintained over the past decade several strategic efforts to control the impact of salaries and escalating fringe benefits, including:

1. **Gradual workforce reduction** has been achieved primarily through planned elimination of vacant positions rather than layoffs. As a result, the current workforce is almost 25% less today than it was in 2004 - without significant reductions to services. The period between 2004-2012 showed a steady annual decline in funded positions - a significant factor in the County's financial stability through the recession. Since then some FTE increases have been necessary, primarily in Criminal Justice functions:
  - 2013 – Addition of 35 School Resource Officers as a result of the consolidation of City and County school systems.
  - 2014 – Addition of 27 Public Defender positions for juvenile defense in compliance with a Department of Justice ruling
  - 2015 – Expansion of the General Sessions Environmental Court
  - 2016 – Addition of 21 positions related to Juvenile Court security, defense and programs; transfer of 113 positions from Juvenile Court to the Sheriff
2. **Average annual salary increases** have been limited to only 1.3% over the past 10 years, including a 2.0% cost of living increase proposed for FY17. General raises have been provided for employees in only 6 of the past 10 years, as shown below:

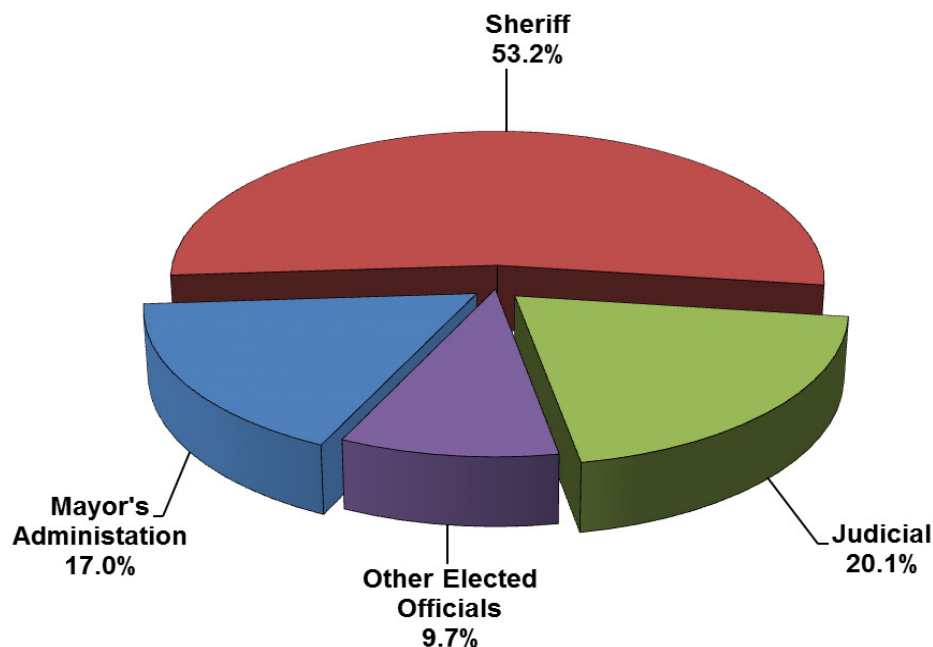
	Increase	Stipend	Date
FY17	2.0%		7/1/16
FY16	1.7%		7/1/15
FY15	3%		7/1/14
FY14	-		
FY13	1%		7/1/12
FY12	-	\$650	1/1/12
FY11	2%		7/1/10
FY10	-		
FY09	-		
FY08	3%		10/1/07

3. **Position control procedures** require that any salary increase requests for equity or approved reclassifications must be funded from reductions to other budgeted positions or funds reserved for this purpose. This policy ensures that the base budget does not grow at a rate that exceeds any approved general annual increases. A **Hiring Oversight Committee** reviews all requests to fill vacant positions or to reclassify positions with a resulting salary increase.
4. **Limitations to benefits** offered for retirement, and health coverage have been evaluated on an annual basis, with some reductions applied to newly hired employees. Existing employees contribute more to specified pension plans and share the cost of health coverage rate increases.

Significant challenges exist to the ongoing containment of personnel costs, including:

1. **Escalating costs** for health insurance, pensions and other post-employment benefits continue to impact the total expense associated with base salaries. The total cost of salaries and benefits has continued to rise even as the workforce has been reduced. Compliance with the Affordable Care Act has had an impact on both the cost of health care programs and flexibility in the use of temporary labor.
2. **Increases for cost of living (COLA) adjustments and competitive market salary rates** are necessary to attract and retain productive employees.
3. **Feasibility of further staffing reductions** is limited by the need to provide the required services at a level the citizens expect. Because public safety remains a high priority for Shelby County, reductions in this area are unpopular. With over 50% of all General Fund employees allocated to the Sheriff, options for reductions in other areas are limited.

### General Fund Positions



***Criminal Justice functions (including the Sheriff and Courts) account for more than 70% of all General Fund positions.***

## Position Control Budget

## General Fund Trends

DIVISION	FY11	FY12	FY13	FY14	FY15	FY16	FY17	16-17 Change
<b>MAYOR'S ADMINISTRATION:</b>								
Administration & Finance	180.0	177.0	184.0	187.5	180.5	174.4	173.4	(1.0)
Information Technology	78.0	75.0	82.0	85.0	87.0	87.0	84.0	(3.0)
Planning & Development	6.5	5.7	5.0	5.0	5.0	5.0	4.0	(1.0)
Public Works	157.0	146.0	139.0	143.0	142.0	156.0	161.0	5.0
Health Services	166.6	156.8	146.6	146.5	146.0	147.0	147.1	0.1
Community Services	102.1	97.1	96.0	96.0	94.0	95.0	95.0	-
<b>TOTAL</b>	<b>690.2</b>	<b>657.6</b>	<b>652.6</b>	<b>663.0</b>	<b>654.5</b>	<b>664.4</b>	<b>664.5</b>	<b>0.1</b>
<b>SHERIFF:</b>								
Sheriff Administration	197.0	196.0	193.0	190.0	191.0	186.0	186.0	-
Law Enforcement	647.8	650.8	689.8	690.3	691.0	732.0	732.0	-
Jail	1,128.0	1,117.0	1,105.0	1,097.0	1,083.0	1,162.0	1,162.0	-
<b>TOTAL</b>	<b>1,972.8</b>	<b>1,963.8</b>	<b>1,987.8</b>	<b>1,977.3</b>	<b>1,965.0</b>	<b>2,080.0</b>	<b>2,080.0</b>	<b>-</b>
<b>JUDICIAL</b>	<b>854.7</b>	<b>852.7</b>	<b>851.7</b>	<b>881.5</b>	<b>892.0</b>	<b>792.0</b>	<b>785.2</b>	<b>(6.8)</b>
<b>OTHER ELECTED OFFICIALS</b>	<b>393.0</b>	<b>383.0</b>	<b>383.0</b>	<b>381.0</b>	<b>384.5</b>	<b>382.0</b>	<b>381.0</b>	<b>(1.0)</b>
<b>TOTAL FTE - GENERAL FUND</b>	<b>3,910.7</b>	<b>3,857.1</b>	<b>3,875.1</b>	<b>3,902.8</b>	<b>3,896.0</b>	<b>3,918.5</b>	<b>3,910.7</b>	<b>(7.7)</b>
Change from prior year	(112.4)	(53.6)	18.0	27.7	(6.8)	22.5	(7.7)	
Cumulative Change since FY10		(166.0)	(148.0)	(120.3)	(127.1)	(104.6)	(112.4)	

FTE Position Trend



*The FTE Position count declined annually between 2004-2012. Since then, several increases have been necessary to support public safety and judicial functions. However, the cumulative change continues to show significant reductions.*

**Position Control Budget****FY17 FTE Changes**

<b>Dept</b>	<b>Division</b>	<b>Change</b>	<b>Reason for FTE Change</b>
<b><u>MAYOR'S ADMINISTRATION</u></b>			
2014	Human Resources	-1.0	Deleted as result of outsourcing FMLA function
2500	Information Technology	-3.0	Deleted for reorganization
2700	Planning & Development	-1.0	Transferred position to grants
3073	Public Works	5.0	Transferred 5 positions from Juvenile Court to assume Building Maintenance function
4000	Health Services	0.1	Change to funding split with grant
<b>Net FTE Change - Mayor's Admin</b>		<b>0.1</b>	
<b><u>SHERIFF</u></b>			
		0.0	No Changes
<b>Net FTE Change - Sheriff</b>		<b>0.0</b>	
<b><u>JUDICIAL/COURTS</u></b>			
7061	Juvenile Court Judge	-5.0	Transferred 5 positions to Support Service related to Building Maintenance function
7090	Attorney General	-1.8	Transferred positions to grants
<b>Net FTE Change - Judicial</b>		<b>-6.8</b>	
<b><u>ELECTED OFFICIALS</u></b>			
8002	County Commission - EOC	-1.0	Deleted Deputy Administrator
<b>Total FTE Changes to General Fund</b>		<b>-7.7</b>	

**Notes:** Transfers of positions within the same Division are not included on this schedule.  
More position detail is provided within each of the Division sections.

# INCREASE REQUEST SUMMARY FY17 Proposed Budget

Fund	Section	Section Name	Description of Request	FTE	Salaries	O&M	Total
<b><u>Admin &amp; Finance</u></b>							
010	201201	Affiliated Orgs	Agricultural Extension 4-H program staff		-	74,190	74,190
<b><u>Sheriff</u></b>							
031	610202	Vehicle Maint	1) Vehicles previously funded by Narcotics		-	1,170,745	1,170,745
031	620501	Uniform Patrol	2) Uniform Patrol - 30 Deputies with vehicles/equip	30.0	2,283,161	1,029,700	3,312,861
			<b>Total Sheriff</b>	<b>30.0</b>	<b>2,283,161</b>	<b>2,200,445</b>	<b>4,483,606</b>
<b><u>Judicial - Attorney General</u></b>							
038	709001	Attorney General	1) Staffing for Increased Case Load	10.0	722,865	55,329	778,194
			2) Body/Vehicle Camera Video Processing	15.0	1,119,254	85,000	1,204,254
			3) Assume Multi Agency Gang Unit grant FTE	2.0	141,664	83	141,747
			4) Expand Truancy Reduction Program	1.0	50,646	9,550	60,196
			5) Other O&M - Computers & Operational Services		-	51,556	51,556
			<b>Total Attorney General</b>	<b>28.0</b>	<b>2,034,429</b>	<b>201,518</b>	<b>2,235,947</b>
<b><u>Judicial - General Sessions</u></b>							
035	704112	GS Criminal Judges	1) 1 FT and 1 PT Judicial Commissioners	1.5	228,238	-	228,238
			2) 23% Salary increase for 8 Judicial Comm		212,105	-	212,105
035	704112	GS Crim-Veterans	Veterans Court - 3 new FTE	3.0	190,320	10,700	201,020
035	704132	GS Environmental	20% increase for 3 Referees; 15% for Secretary		66,634	8,233	74,867
			<b>Total Gen Sess Crim Judges</b>	<b>4.5</b>	<b>697,297</b>	<b>18,933</b>	<b>716,230</b>
035	704102	GS Civil Judges	Additional Law Clerk (temp)		10,842	-	10,842
035	704111	GS Court Clerk	Staff to implement Driver Assistance Program( DAP)	3.0	131,123	-	131,123
			Temporary staff (3) for same program		43,908	-	43,908
			<i>Revenue increase due to payment plan option</i>		<i>(175,031)</i>		<i>(175,031)</i>
			<b>Total Gen Sess Crim Court Clerk</b>	<b>3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Judicial - Juvenile Court</u></b>							
037	706151	Admin Services	Community Coordinator Liaison	1.0	104,797		104,797
			Custodial Supervisor	1.0	58,486		58,486
			Psychological assessments			247,700	247,700
			Telephone service			84,000	84,000
037	706152	Children's Bureau	Coordinator position	1.0	63,685		63,685
037	706154	Youth Services	Detention Alternative programs			100,000	100,000
			<b>Total Juvenile Court Judge</b>	<b>3.0</b>	<b>226,968</b>	<b>431,700</b>	<b>658,668</b>
037	707101	Juv Court Clerk	Additional staffing for judicial dockets	4.0	191,652	-	191,652
<b><u>Election Commission</u></b>							
010	800901	Elections Admin	New Tech Specialist	1.0	58,216		58,216
			Upgrade PT Clerical to FT	0.5	17,168		17,168
			<b>Total Election Commission</b>	<b>1.5</b>	<b>75,384</b>	<b>-</b>	<b>75,384</b>
			<b>Subtotal Increases Requested</b>	<b>74.0</b>	<b>5,519,733</b>	<b>2,926,786</b>	<b>8,446,519</b>

**Note: Funding for the requests listed above have NOT been included in the FY17 Proposed Budget submission.**

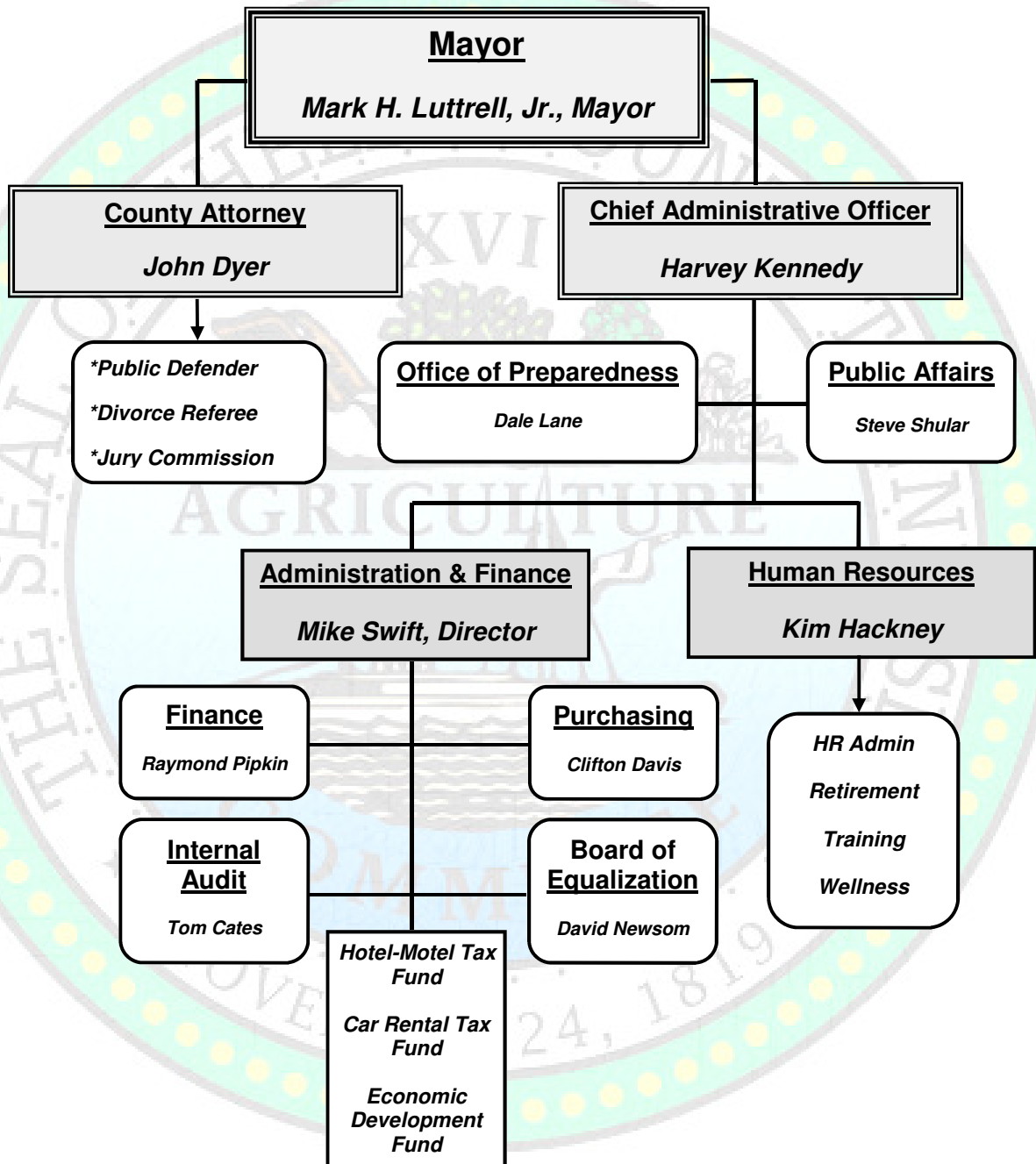
# **DIVISION OF ADMINISTRATION & FINANCE**



## **FY17 PROPOSED BUDGET**

# ADMINISTRATION & FINANCE

## Division Organizational Chart by Program



\*These sections report to the County Attorney but are included with the Judicial Division for financial reporting





## ADMINISTRATION & FINANCE

Mike Swift, Director

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

The Division of Administration and Finance includes three types of departments:

- Administrative Functions – Mayor, Chief Administrative Officer, Public Affairs, County Attorney, and the Board of Equalization.
- Support Functions – Purchasing, Finance and Human Resources.
- Other – Central Operations and County Grants (*Central Operations and County Grants are not included in this summary provided below for comparative purposes*).

#### **General Fund**

<b>Administration &amp; Finance</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(631,030)	(655,146)	(633,387)	21,759
Total Personnel	13,426,113	14,329,052	14,229,799	(99,253)
O&M	2,193,497	2,728,324	2,718,806	(9,518)
Net Transfers	(124,935)	(172,549)	(36,466)	136,083
<b>Net Expenditures</b>	<b><u>14,863,645</u></b>	<b><u>16,229,681</u></b>	<b><u>16,278,752</u></b>	<b><u>49,071</u></b>
<b>FTE Count</b>	<b>180.5</b>	<b>174.4</b>	<b>173.4</b>	<b>(1.0)</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Reduction reflects an increase to the vacancy savings credit due to ongoing delays in filling professional positions.
- No significant changes to O&M
- FTE Changes:
  - FY16 – 2 positions deleted as a result of OJI Outsourcing; 4 positions transferred to other divisions where the need for operational support was identified.
  - FY17 FTE – 1 vacant position deleted as a result of outsourcing the FMLA function.

#### **SPECIAL REVENUE FUNDS:**

- 073 - *Hotel Motel Tax* – Revenue \$16.1 Million - accounts for the collection of a 5% tax used for the rental of hotel and motel rooms.
- 074 - *Car Rental Tax* – Revenue \$2.2 Million - accounts for the collection of the car rental tax which is designated funding the NBA arena (Fed Ex Forum).
- 092 - *Economic Development Fund* – funds are restricted for economic development purposes.

#### **GRANT FUNDS:**

- Grant revenue of \$1.9 Million with 4.1 FTE is all related to activities in the Office of Preparedness.

***No Increase Requests for consideration***



## ADMINISTRATION & FINANCE

Mike Swift, Director

### FY17 Budget Highlights

Central Operations records general revenues and expenditures that are not readily attributed to any other specific department.

#### General Fund – Central Operations

Central Operations	FY15 Actual	FY16 Amended	FY17 Proposed	FY17-16 Var
Revenue	(301,105,482)	(296,672,000)	(304,799,000)	(8,127,000)
Salary and O&M Restrictions	(2,845,435)	(10,434,780)	(10,978,433)	(543,653)
Affiliated Organizations	27,900,408	28,532,881	28,532,881	-
Grants	3,000,000	3,000,000	3,000,000	-
Planned Fund Balance Change	-	(744,783)	-	744,783
Net Transfers	16,697,346	12,898,502	10,506,000	(2,392,502)
<b>Net Expenditures</b>	<b>(256,353,163)</b>	<b>(263,420,180)</b>	<b>(273,738,552)</b>	<b>(10,318,372)</b>

#### INCLUDED IN CENTRAL OPERATIONS:

- Revenue includes the General Fund portion of property taxes, other state and local taxes, governmental reimbursements and fees.
- Restrictions on Salary and O&M spending for anticipated savings throughout the county.
- Affiliated Organizations payments include:
  - Agricultural Extension \$275,000 (increase requested)
  - Film & TV Commission \$175,000
  - State Alcoholic Beverage Tax \$300,000
  - Memphis Public Library \$375,000
  - Regional One Health \$27,408,000
- Grants – payment to SCS Education Foundation for Pre-K Education
- Planned Use of Fund Balance includes expenditures approved by the County Commission without other identified funding sources. In FY16 Fund Balance was used for:
  - Grant to SEEDCO \$175,000
  - Additional operating funds for Juvenile Court \$569,783
- Transfers for General Fund support to Codes Enforcement, Tort Liability and Corrections Funds

#### INCREASE REQUEST:

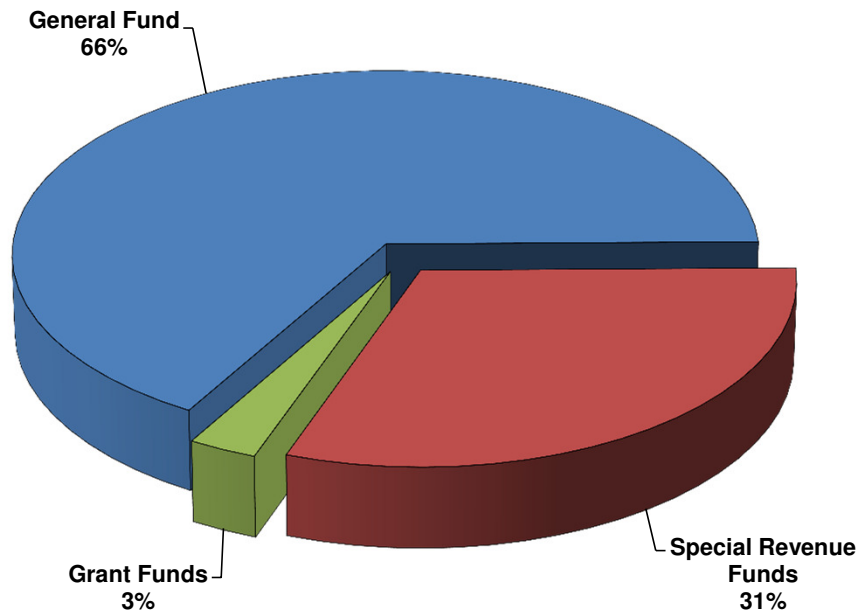
- The UT Agricultural Extension service has requested an additional \$74,190 to expand the 4-H program in the Shelby County Schools by adding one full time Extension Agent. This position will work in coordination with the urban garden program to work with the inner city schools to address the issues of food deserts in portions of the city.

**Sources and Uses by Fund Type**  
**Administration & Finance Division**

**All Funds**

<b><u>FUND NAME:</u></b>	<b>FY17 SOURCES OF FUNDS</b>			<b>FY17 USES OF FUNDS</b>		<b>NET OPERATIONS</b>	
	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>FUND BALANCE</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>NET TOTAL</b>	<b>% of Total</b>
<b>GENERAL FUND</b>							
010 - General Fund	(305,432,387)	(180,466)	-	38,803,053	10,650,000	(256,159,800)	66%
<b>SPECIAL REVENUE FUNDS</b>							
073 - Hotel Motel Tax	(16,100,000)	-	(1,521,100)	17,621,100	-	-	24%
074 - Car Rental Tax	(2,200,000)	-	-	2,200,000	-	-	3%
092 - Economic Development	-	-	(3,000,000)	3,000,000	-	-	4%
<b>TOTAL SPECIAL REVENUE</b>	<b>(18,300,000)</b>	<b>-</b>	<b>(4,521,100)</b>	<b>22,821,100</b>	<b>-</b>	<b>-</b>	<b>31%</b>
<b>GRANT FUNDS</b>	<b>(1,922,446)</b>	<b>-</b>	<b>(165,217)</b>	<b>1,922,446</b>	<b>165,217</b>	<b>-</b>	<b>3%</b>
<b>ALL FUNDS TOTAL</b>	<b>(325,654,833)</b>	<b>(180,466)</b>	<b>(4,686,317)</b>	<b>63,546,599</b>	<b>10,815,217</b>	<b>(256,159,800)</b>	<b>100%</b>

**FY17 Uses by Fund**



*The primary funding source for Administration and Finance operations is the General Fund.*

**Net Expenditures By Department\***  
**Administration & Finance Division**

**All Funds**

<b>Fund</b>	<b>Dept</b>	<b>Dept Description</b>	<b>FY13 ACTUAL</b>	<b>FY14 ACTUAL</b>	<b>FY15 ACTUAL</b>	<b>FY16 AMENDED</b>	<b>FY17 PROPOSED</b>
<b>GENERAL FUND</b>							
010	2001	Mayor's Office	434,057	405,479	533,804	577,128	576,467
010	2002	Public Affairs	401,546	430,328	449,996	485,197	496,522
010	2003	CAO	2,497,801	2,523,264	2,874,938	2,954,890	3,080,732
010	2009	County Attorney	3,662,708	3,535,790	3,405,471	3,580,542	3,766,019
010	2011	Director	1,162,664	772,737	746,691	864,129	883,775
010	2012	Central Operations	(247,347,941)	(253,036,573)	(256,353,163)	(263,420,180)	(273,738,552)
010	2013	County Grants	1,037,000	635,000	50,000	1,765,000	1,300,000
010	2014	Human Resources	3,594,377	3,827,580	3,684,371	3,528,394	3,825,313
010	2017	Purchasing	581,353	607,829	630,936	679,435	690,264
010	2025	Finance	2,393,414	2,338,417	2,239,603	2,327,449	2,596,526
010	2028	Board of Equalization	507,098	654,709	297,834	382,515	363,135
<b>GENERAL FUND TOTAL</b>			<b>(231,075,922)</b>	<b>(237,305,438)</b>	<b>(241,439,518)</b>	<b>(246,275,499)</b>	<b>(256,159,800)</b>
<b>SPECIAL REVENUE FUND</b>							
073	2012	Hotel-Motel Tax Fund	(3,292,136)	(678,815)	(1,060,499)	-	-
074	2012	Car Rental Tax Fund	-	-	-	-	-
077	2012	TDZ Sales Tax Fund	-	-	-	-	-
092	2012	Economic Development	4,633,389	(14,087)	(12,813)	-	-
<b>SPECIAL REVENUE FUND TOTAL</b>			<b>1,341,253</b>	<b>(692,903)</b>	<b>(1,073,311)</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS TOTAL</b>			<b>(5,910,912)</b>	<b>(6,220,259)</b>	<b>275,686</b>	<b>-</b>	<b>-</b>
<b>ADMINISTRATION &amp; FINANCE TOTAL</b>			<b>(235,645,581)</b>	<b>(244,218,600)</b>	<b>(242,237,144)</b>	<b>(246,275,499)</b>	<b>(256,159,800)</b>

*\*Includes all Sources and Uses of Funds*

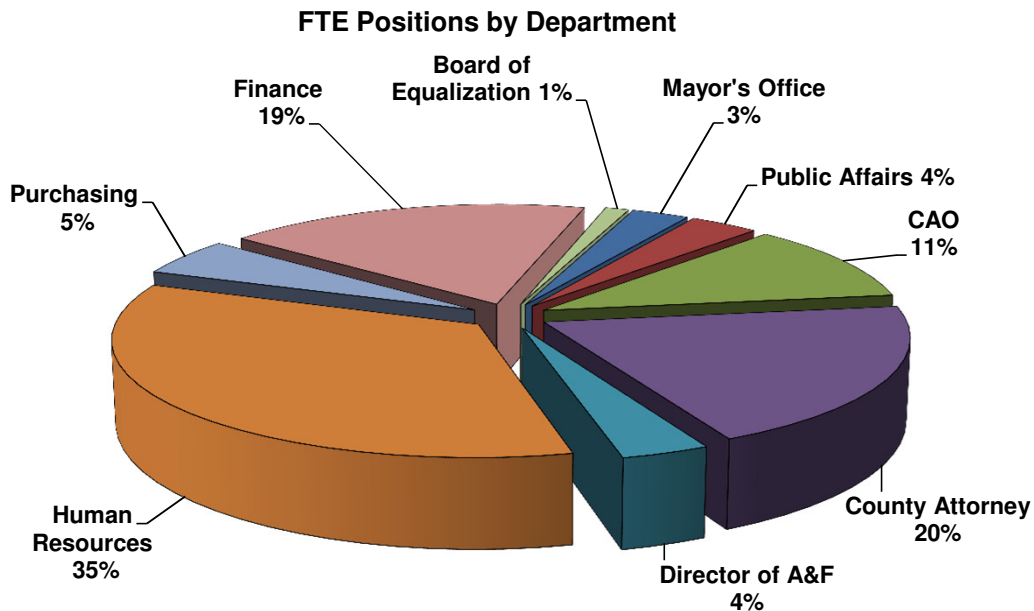
## FTE Position Count Administration & Finance

## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	2001	Mayor's Office	5.0	5.0	5.0	5.0	5.0	-
010	2002	Public Affairs	6.0	6.0	6.0	6.0	6.0	-
010	2003	CAO <sup>(a)</sup>	25.0	28.0	20.0	18.9	18.9	-
010	2009	County Attorney	35.0	34.5	34.5	34.5	34.5	-
010	2011	Director of A&F <sup>(a,e)</sup>	2.0	2.0	7.0	6.0	6.0	-
010	2014	Human Resources <sup>(a,b)</sup>	63.0	64.0	65.0	61.0	60.0	(1.0)
010	2017	Purchasing <sup>(c)</sup>	9.0	9.0	10.0	9.0	9.0	-
010	2025	Finance <sup>(e)</sup>	31.0	31.0	31.0	32.0	32.0	-
010	2028	Board of Equalization <sup>(d)</sup>	8.0	8.0	2.0	2.0	2.0	-
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>184.0</b>	<b>187.5</b>	<b>180.5</b>	<b>174.4</b>	<b>173.4</b>	<b>(1.0)</b>
<b>GRANT FUNDS</b>			<b>6.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.1</b>	<b>4.1</b>	<b>-</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>190.0</b>	<b>192.5</b>	<b>184.5</b>	<b>178.5</b>	<b>177.5</b>	<b>(1.0)</b>

### Position Changes:

- (a) **CAO** - 5 Internal Audit FTE moved to Director of A&F; 2 FTE moved to Juvenile Court Judge; 1 FTE to HR in FY15; 1 FTE to Finance in FY16; Position loaned to JC in 2016 will return to CAO in FY17.
- (b) **Human Resources** - Reduction of 2 FTE in FY16 due to outsourcing of OJI function; two positions returned to sheriff in FY16; 1 FTE Moved to the Land Bank in FY16; 1 FTE moved from IT to HR; 1 FTE deleted in FY 17 due to outsourcing of Family Leave Administration.
- (c) **Purchasing** - 1 FTE moved from Board of Equalization in FY15; 1 FTE eliminated in FY16.
- (d) **Board of Equalization** - 5 FTE transferred to Assessor in FY15; 1 FTE moved to Purchasing in FY15
- (e) **Director of A&F** - 1 FTE transferred to Finance in FY16



# Prime Accounts Administration & Finance

## General Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
40 - Property Taxes		(243,102,953)	(246,933,781)	(252,568,770)	(250,825,000)	(254,833,000)
41 - Other Local Taxes		(30,531,263)	(33,593,794)	(31,939,799)	(31,280,000)	(33,579,000)
43 - Intergovernmental Revenues-State of		(9,745,307)	(10,314,875)	(11,125,983)	(10,545,000)	(12,095,000)
44 - Intergovernmental Revenues-Federal &		(3,880,934)	(3,571,024)	(3,601,286)	(3,658,646)	(3,609,687)
45 - Charges for Services		(10,513)	(7,331)	(732,330)	(43,500)	(43,500)
46 - Fines, Fees & Permits		(738,532)	(523,321)	(932,347)	(555,000)	(825,000)
47 - Other Revenue		(209,526)	(63,899)	(553,528)	(120,000)	(147,200)
48 - Investment Income		(271,658)	(289,421)	(282,468)	(300,000)	(300,000)
<b>Revenue</b>		<b>(288,490,687)</b>	<b>(295,297,445)</b>	<b>(301,736,511)</b>	<b>(297,327,146)</b>	<b>(305,432,387)</b>
51 - Salaries-Regular Pay		9,986,033	10,121,974	9,764,608	10,895,804	10,920,470
52 - Salaries-Other Compensation		26,904	34,078	72,320	535,646	647,331
55 - Fringe Benefits		3,550,723	5,417,004	3,589,185	3,672,172	3,868,354
56 - Vacancy Savings		0	0	0	(3,067,594)	(3,389,714)
Salaries & Fringe Benefits		13,563,659	15,573,056	13,426,113	12,036,028	12,046,440
60 - Supplies & Materials		305,495	162,153	171,598	273,016	243,946
64 - Services & Other Expenses		1,038,039	966,591	1,193,925	1,295,336	1,214,990
66 - Professional & Contracted Services		1,369,960	1,145,930	1,521,526	1,868,672	1,963,970
67 - Rent, Utilities & Maintenance		88,608	47,170	95,043	129,820	79,358
68 - Interfund Services		(2,703,778)	(3,828,538)	(3,634,029)	(4,020,231)	(3,543,462)
70 - Capital Asset Acquisitions		44,393	0	0	25,000	0
Operating & Maintenance		142,716	(1,506,694)	(651,939)	(428,387)	(41,198)
89 - Affiliated Organizations		27,900,518	27,885,230	27,900,408	28,532,881	28,532,881
Affiliated Organizations		27,900,518	27,885,230	27,900,408	28,532,881	28,532,881
90 - Grants		1,037,000	635,000	3,050,000	4,765,000	4,300,000
Grants		1,037,000	635,000	3,050,000	4,765,000	4,300,000
95 - Contingencies & Restrictions		0	0	0	(5,778,082)	(6,035,070)
Contingencies & Restrictions		0	0	0	(5,778,082)	(6,035,070)
94 - Other Sources & Uses		(24,806)	0	0	0	0
Other Financing Sources		(24,806)	0	0	0	0
<b>Expenditures</b>		<b>42,619,088</b>	<b>42,586,591</b>	<b>43,724,583</b>	<b>39,127,440</b>	<b>38,803,053</b>
99 - Planned Use of Fund Balances		0	0	0	(801,745)	0
Planned Fund Balance Change		0	0	0	(801,745)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(801,745)</b>	<b>0</b>
96 - Operating Transfers In		(172,292)	(156,434)	(312,122)	(172,549)	(180,466)
Operating Transfers In		(172,292)	(156,434)	(312,122)	(172,549)	(180,466)
98 - Operating Transfers Out		14,967,969	15,561,849	16,884,533	12,898,502	10,650,000
Operating Transfers Out		14,967,969	15,561,849	16,884,533	12,898,502	10,650,000
<b>Net Transfers</b>		<b>14,795,677</b>	<b>15,405,415</b>	<b>16,572,410</b>	<b>12,725,953</b>	<b>10,469,534</b>
<b>Administration &amp; Finance Total</b>		<b>(231,075,922)</b>	<b>(237,305,438)</b>	<b>(241,439,518)</b>	<b>(246,275,499)</b>	<b>(256,159,800)</b>

**The Office of Preparedness administers the following grants:*****State Homeland Security Grant Program (HSGP)***

The HSGP is a core homeland security assistance program that provides funds to build capabilities at the State and local levels through planning, equipment, training, and exercise activities and to implement the goals and objectives included in the State Homeland Security Strategy.

***Hazardous Material Emergency Preparedness (HEMP) Grant Program***

The purpose of this grant program is to increase local effectiveness by safely and efficiently handling hazardous materials accidents and incidents, enhance implementation of the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), and encourage a comprehensive approach to emergency planning by incorporating the unique challenges of responses to transportation situations.

***FEMA Disaster Recovery – 2010 & 2011***

The Federal Emergency Management Agency Disaster Recovery provides funding relief to assist in recovery after a major disaster has been declared.

***Emergency Management Performance Grant (EMPG)***

The EMPG program gives States the opportunity to strengthen their emergency management capabilities, while addressing issues of national concern. States have the flexibility to develop systems that encourage the building of partnerships which include government, business, volunteer, and community organizations.

All grants are 100% federally funded except the EMPG, which is matched 50% by the grantee, and the HEMP program, which requires a 20% match provided by the Local Emergency Planning Committee (LEPC). They are pass-through grants to Shelby County Government from the Tennessee Emergency Management Agency (TEMA). The Emergency Management Performance Grant is an example of Federal Thru State funding, administered by TEMA.

<b><u>FUND</u></b>	<b><u>GRANT PROGRAM</u></b>	<b><u>AMOUNT</u></b>
<b><u>Department 2003: CAO - Office of Preparedness</u></b>		
178	2014 Homeland Security Grant Program (HSGP)	\$ 469,770
214	Hazardous Material Emergency Preparedness	6,500
248	2011 Floods FEMA/TEMA	384,578
457	May 2010 Floods	905,921
556	Emergency Management Performance Grant	155,677
<b>DIVISION TOTAL</b>		<b><u>\$ 1,922,446</u></b>

# **DIVISION OF INFORMATION TECHNOLOGY SERVICES**

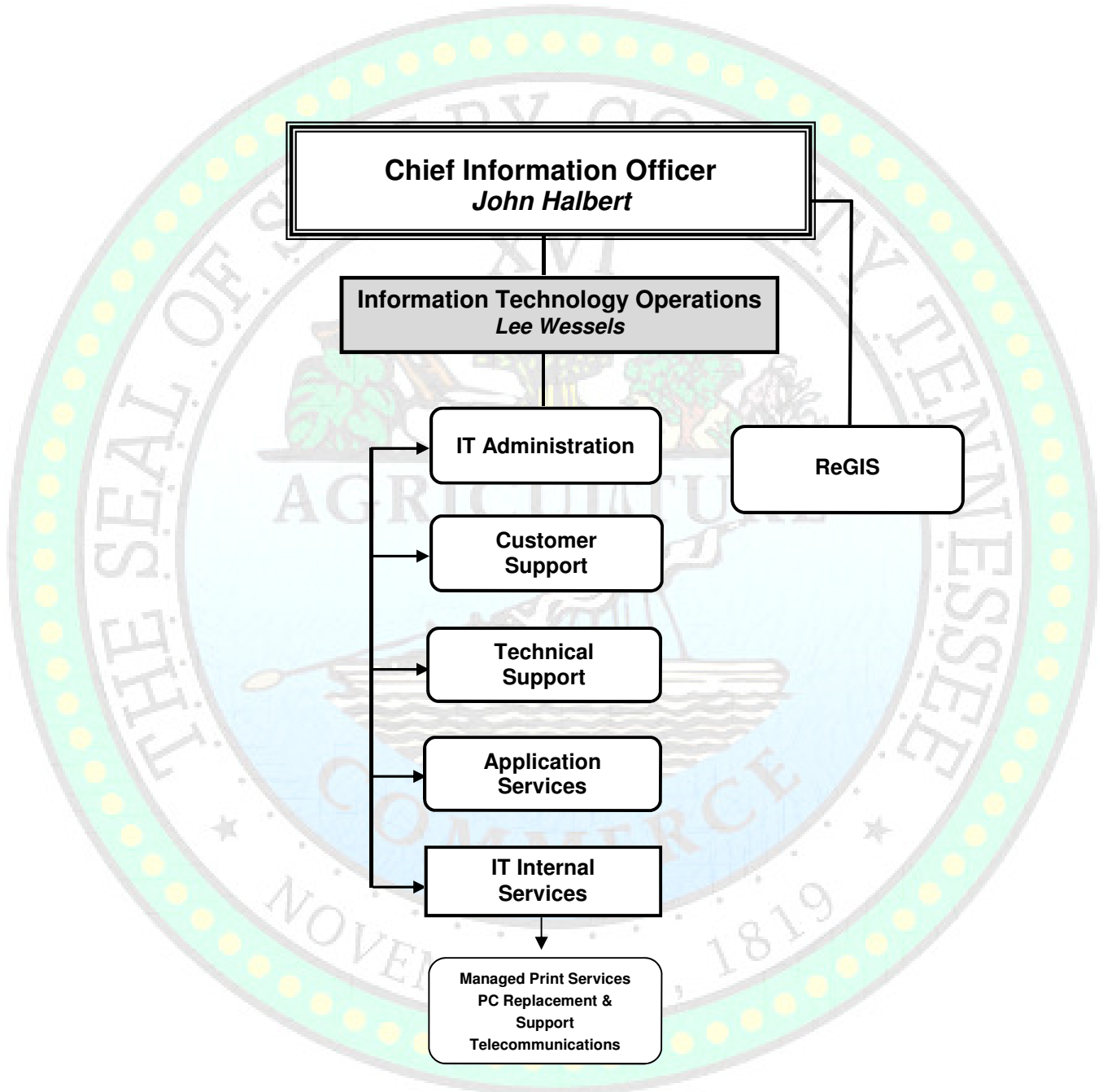


## **FY17 PROPOSED BUDGET**



# INFORMATION TECHNOLOGY SERVICES

## Division Organizational Chart by Program



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## FY17 Budget Highlights

### BUDGETARY ISSUES/TRENDS:

- ITS continues to consolidate IT infrastructure and services for Shelby County Government through major project initiatives such as the integrated Criminal Justice Information System (iCJIS), Consolidated Time and Attendance System and an upgrade of the email system.
- Cost savings and efficiencies have been realized through the application of current technology to document management, server virtualization, website support and expanded telephone service offerings. **YTD Savings = \$545,836**
- Major initiatives/goals for FY17 include a Grants Management Software, improved use of automated workflows, increased use of electronic storage to reduce costly paper retention (Enterprise Content Management), and a comprehensive GIS database.

### GENERAL FUND

Info Tech Services	<u>FY15 Actual</u>	<u>FY16 Amended*</u>	<u>FY17 Proposed</u>	<u>FY17-16 Var</u>
Revenue	(1,883,477)	(1,897,000)	(1,893,106)	3,894
Total Personnel	7,382,772	7,535,936	7,577,159	41,223
O&M*	3,644,871	3,607,771	3,573,305	(34,466)
<b>Net Expenditures</b>	<b><u>9,144,166</u></b>	<b><u>9,246,707</u></b>	<b><u>9,257,358</u></b>	<b><u>10,651</u></b>
 <b>FTE Count</b>	 <b>87</b>	 <b>87</b>	 <b>84</b>	 <b>(3)</b>

*\*FY16 adjusted by \$198,103 for FY15 carry-forwards*

### CHANGES TO MAJOR CATEGORIES:

- Primary revenue is from data processing fees, unchanged for FY17 at \$1.7M.
- FTE count reduced by three (3) positions due to reorganization within division.
- FY17 O&M budget shows declining trend, despite cost increases that have been absorbed through economies of scale and by reduced maintenance costs.
- **No increase requests for consideration**

### INTERNAL SERVICE FUND 962

Services are provided by Information Technology Services to other departments of county government through the following **Internal Service Funds**:

- **Managed Print Services** – manages the copier/printer vendor contracts for all departments and evaluates print practices to identify potential savings.
- **PC Replacement and Support** – manages the acquisition, installation and relocation of personal computers and related software installation.
- **Telecommunications** – provides and maintains voice, data and video communication circuits and services.

**Revenue and expenditures** are budgeted at \$4.5 million for this fund.

**Current Fund Balance** = \$5.6 million to provide for planned technology replacement.

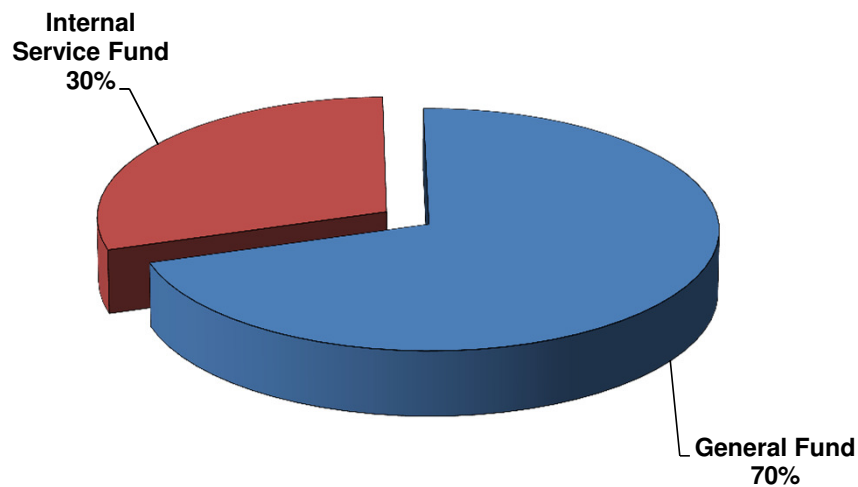
**Internal Service Funds FTE = 5.0**

**Sources and Uses by Fund Type**  
**Information Technology Services Division**

**All Funds**

<b><u>FUND NAME:</u></b>	<b>FY17 SOURCES OF FUNDS</b>		<b>FY17 USES OF FUNDS</b>		<b>NET OPERATIONS</b>	
	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>NET TOTAL</b>	<b>% of Total</b>
<b>GENERAL FUND</b> 010 - General Fund	(1,893,106)	-	11,150,464	-	9,257,358	70%
<b>INTERNAL SERVICE FUND</b> 962 - IT Internal Services	(4,735,647)	-	4,735,647	-	-	30%
<b>ALL FUNDS TOTAL</b>	(6,628,753)	-	15,886,111	-	9,257,358	100%

**FY17 Uses by Fund**



*Information Technology Services are primarily funded with General Funds, although Internal Services provided to other divisions represent a growing share of their operations.*

**Net Expenditures By Department\***  
**Information Technology Services Division**

**All Funds**

<b>Fund</b>	<b>Dept</b>	<b>Dept Description</b>	<b>FY13 ACTUAL</b>	<b>FY14 ACTUAL</b>	<b>FY15 ACTUAL</b>	<b>FY16 AMENDED</b>	<b>FY17 PROPOSED</b>
<b>GENERAL FUND</b>							
010	2501	Chief Information Officer	235,555	215,882	144,205	175,758	174,194
010	2502	IT Operations	7,961,690	8,390,160	8,999,961	9,070,949	9,083,163
<b>GENERAL FUND TOTAL</b>			<b>8,197,246</b>	<b>8,606,042</b>	<b>9,144,166</b>	<b>9,246,707</b>	<b>9,257,358</b>
<b>INTERNAL SERVICE FUND</b>							
962	2515	IT Internal Services	(143,489)	(2,858,577)	199,871	0	(0)
<b>INTERNAL SERVICE FUND TOTAL</b>			<b>(143,489)</b>	<b>(2,858,577)</b>	<b>199,871</b>	<b>0</b>	<b>(0)</b>
<b>INFORMATION TECHNOLOGY TOTAL</b>			<b>8,053,757</b>	<b>5,747,465</b>	<b>9,344,037</b>	<b>9,246,707</b>	<b>9,257,358</b>

*\*Includes all Sources and Uses of Funds*

## FTE Position Count Information Technology Services

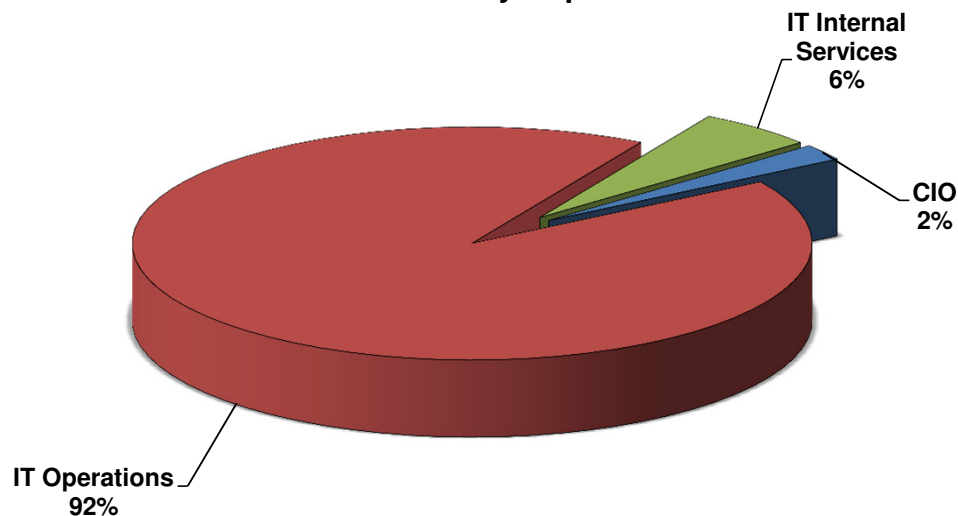
## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	2501	Chief Information Officer	2.0	2.0	2.0	2.0	2.0	-
010	2502	IT Operations	80.0	83.0 <sup>a,b</sup>	85.0 <sup>c</sup>	85.0 <sup>d,e</sup>	82.0 <sup>f</sup>	(3.0)
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>82.0</b>	<b>85.0</b>	<b>87.0</b>	<b>87.0</b>	<b>84.0</b>	<b>(3.0)</b>
<b>INTERNAL SERVICE FUND</b>								
962	2515	IT Internal Services	3.0	5.0 <sup>b</sup>	5.0	5.0	5.0	-
<b>TOTAL POSITIONS - INTERNAL SERVICE FUND</b>			<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>85.0</b>	<b>90.0</b>	<b>92.0</b>	<b>92.0</b>	<b>89.0</b>	<b>(3.0)</b>

### Position Changes

- (a) 3 positions transferred from Election Commission; 2 positions transferred from Trustee (total of 5) due to IT Consolidation
- (b) 2 positions transferred from IT General Fund to IT Internal Service function
- (c) 2 positions transferred from Circuit Court (1) and Juvenile Court (1)
- (d) 2 positions transferred from Trustee's Office
- (e) 1 position transferred to Health Department (Business Analyst);  
1 position transferred to Human Resources Department (Business Analyst)
- (f) 3 positions deleted to fund reclassifications and equity increases

### FTE Positions by Department



# Prime Accounts Information Technology Services

## General Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
44 - Intergovernmental Revenues-Federal &		(167,513)	(134,255)	(153,788)	(126,840)	(126,840)
45 - Charges for Services		(76,362)	(94,154)	(67,187)	(70,160)	(66,266)
46 - Fines, Fees & Permits		(1,591,677)	(1,649,293)	(1,662,503)	(1,700,000)	(1,700,000)
<b>Revenue</b>		<b>(1,835,552)</b>	<b>(1,877,702)</b>	<b>(1,883,477)</b>	<b>(1,897,000)</b>	<b>(1,893,106)</b>
51 - Salaries-Regular Pay		4,932,879	5,106,937	5,332,962	5,891,073	5,881,790
52 - Salaries-Other Compensation		69,056	56,799	44,257	126,997	154,927
55 - Fringe Benefits		1,727,876	1,978,550	2,005,552	2,038,473	2,082,353
56 - Vacancy Savings		0	0	0	(520,607)	(541,911)
Salaries & Fringe Benefits		6,729,811	7,142,286	7,382,772	7,535,936	7,577,159
60 - Supplies & Materials		570,973	793,236	576,533	514,324	399,292
64 - Services & Other Expenses		1,939,373	1,746,235	1,748,185	2,027,940	2,072,353
66 - Professional & Contracted Services		214,496	226,059	500,105	392,709	408,861
67 - Rent, Utilities & Maintenance		492,687	337,155	558,556	640,991	564,835
68 - Interfund Services		(27,763)	1,536	73,624	98,826	67,364
70 - Capital Asset Acquisitions		113,222	152,900	187,868	131,084	60,600
Operating & Maintenance		3,302,987	3,257,122	3,644,871	3,805,874	3,573,305
<b>Expenditures</b>		<b>10,032,798</b>	<b>10,399,408</b>	<b>11,027,643</b>	<b>11,341,810</b>	<b>11,150,464</b>
99 - Planned Use of Fund Balances		0	0	0	(198,103)	0
Planned Fund Balance Change		0	0	0	(198,103)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(198,103)</b>	<b>0</b>
98 - Operating Transfers Out		0	84,336	0	0	0
Operating Transfers Out		0	84,336	0	0	0
<b>Net Transfers</b>		<b>0</b>	<b>84,336</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology Services Total</b>		<b>8,197,246</b>	<b>8,606,042</b>	<b>9,144,166</b>	<b>9,246,707</b>	<b>9,257,358</b>

# Prime Accounts Information Technology Services

## Internal Service Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
45 - Charges for Services		(3,613,018)	(4,225,520)	(4,099,361)	(4,541,641)	(4,735,647)
47 - Other Revenue		0	(1,903)	(890)	0	0
<b>Revenue</b>		<b>(3,613,018)</b>	<b>(4,227,423)</b>	<b>(4,100,251)</b>	<b>(4,541,641)</b>	<b>(4,735,647)</b>
51 - Salaries-Regular Pay		135,963	230,870	333,854	392,646	394,356
52 - Salaries-Other Compensation		217	632	315	2,736	2,736
55 - Fringe Benefits		58,001	91,365	64,295	103,286	128,664
Salaries & Fringe Benefits		194,181	322,866	398,464	498,668	525,756
60 - Supplies & Materials		438,363	(376,919)	620,162	1,164,543	676,543
64 - Services & Other Expenses		219,474	163,792	220,833	623,885	537,575
66 - Professional & Contracted Services		146,755	58,335	56,860	189,000	179,000
67 - Rent, Utilities & Maintenance		2,279,140	2,914,331	2,733,055	3,011,517	2,808,773
68 - Interfund Services		3,047	114,596	2,737	8,000	8,000
70 - Capital Asset Acquisitions		115,755	149,578	8,570	24,000	0
79 - Depreciation Expense		67,099	11,854	162,931	0	0
Operating & Maintenance		3,269,633	3,035,567	3,805,147	5,020,945	4,209,891
94 - Other Sources & Uses		5,715	10,413	0	0	0
Other Financing Sources		5,715	10,413	0	0	0
<b>Expenditures</b>		<b>3,469,529</b>	<b>3,368,846</b>	<b>4,203,611</b>	<b>5,519,613</b>	<b>4,735,647</b>
99 - Planned Use of Fund Balances		0	0	0	(977,972)	0
Planned Fund Balance Change		0	0	0	(977,972)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(977,972)</b>	<b>0</b>
96 - Operating Transfers In		0	(2,000,000)	96,511	0	0
Operating Transfers In		0	(2,000,000)	96,511	0	0
<b>Net Transfers</b>		<b>0</b>	<b>(2,000,000)</b>	<b>96,511</b>	<b>0</b>	<b>0</b>
<b>Information Technology Services Total</b>		<b>(143,489)</b>	<b>(2,858,577)</b>	<b>199,871</b>	<b>0</b>	<b>0</b>



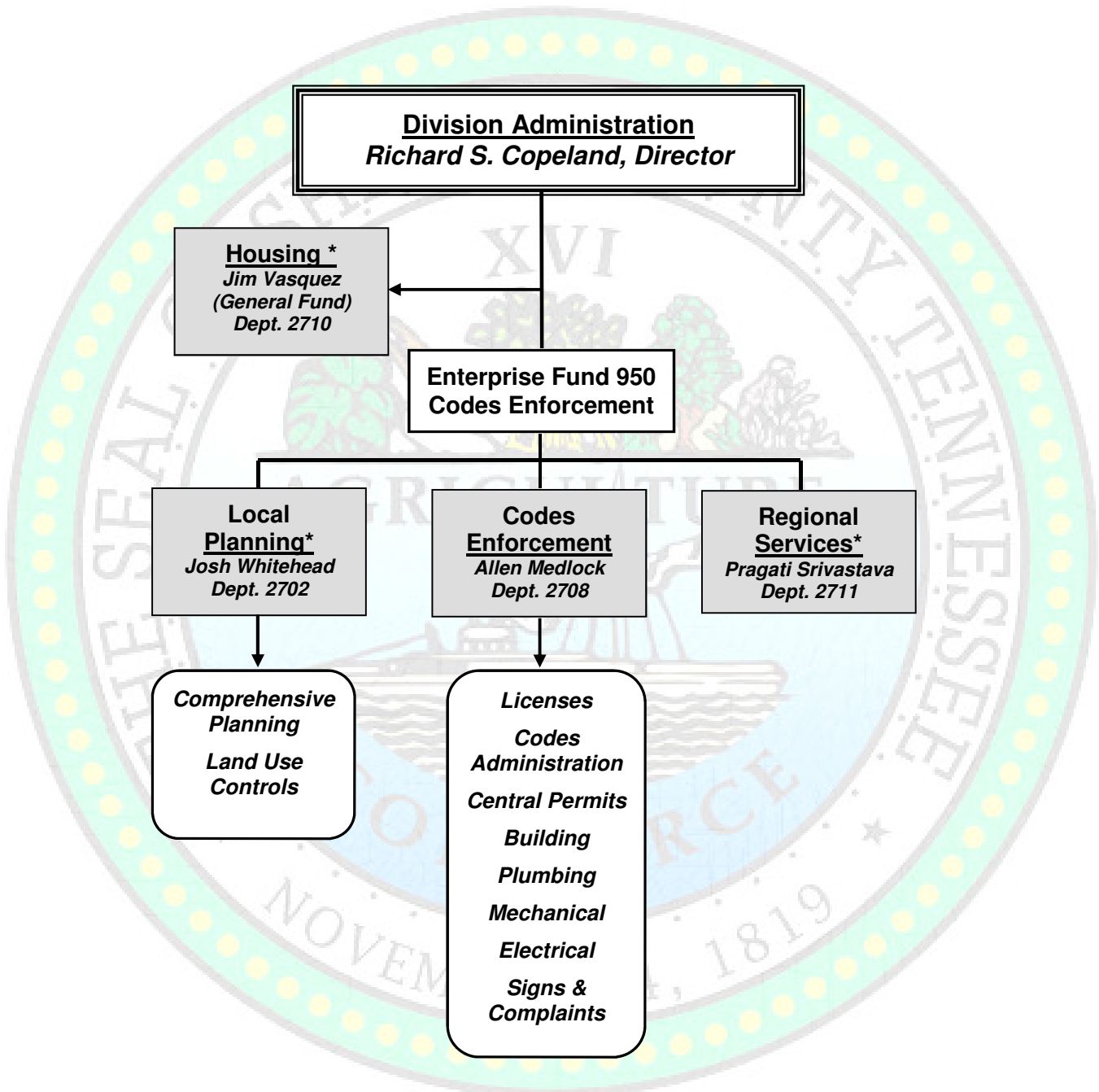
# **DIVISION OF PLANNING & DEVELOPMENT**



## **FY17 PROPOSED BUDGET**

# PLANNING & DEVELOPMENT

## Division Organizational Chart by Program



**\* NOTE:** These departments also manage programs that are funded by grants.

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**FY17 Budget Highlights****BUDGETARY ISSUES/TRENDS:**

Codes Enforcement is an Enterprise Fund that is supported by fees and permits generated by services provided and inspections performed. The revenue structure is evaluated periodically to evaluate potential increases or to identify opportunities for enhanced enforcement operations.

**CODES ENFORCEMENT FUND 956**

<b>Codes Enforcement</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(9,809,406)	(9,426,450)	(9,468,250)	(41,800)
Salaries	7,664,090	8,735,668	9,000,569	264,901
O&M	1,107,043	1,823,593	1,601,591	(222,002)
Transfer to Grants	331,925	367,189	366,090	(1,099)
Transfer from General Fund	(1,399,844)	(1,500,000)	(1,500,000)	-
<b>Net Operations</b>	<b><u>(2,106,192)</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>FTE Count</b>	<b>116.0</b>	<b>116.0</b>	<b>116.0</b>	<b>-</b>

**CHANGES TO MAJOR CATEGORIES:**

- Codes Enforcement Fund includes City/County contribution of \$1.5 million each.
- Primary revenue source of Fees & Permits shows no growth projected for FY17. Prior year collections reflect non-recurring revenue sources (Bass Pro, Electrolux, etc.)
- Codes FTE count unchanged at 116 positions.
- FY17 personnel increase due to 2% raise and fringe, offset by O&M reduction to balance fund.

**OTHER FUNDS:**

**GRANT FUNDS** – account for 50% of Division operations. FY17 grant funding is \$9.7 million, a reduction of \$8 million from prior year:

- The CDBG (Community Development Block Grant) Disaster Recovery grant (\$4.6M) ends in FY16.
- Lead Based Paint grant reduced by \$500,000 to \$1.1 million
- Tennessee Disaster grant ended in FY16 - \$1 million
- The remaining grant reductions (\$1.3 million) are due to more accurately reflect prior year actual activities.
- FTE count for grants is 24 positions

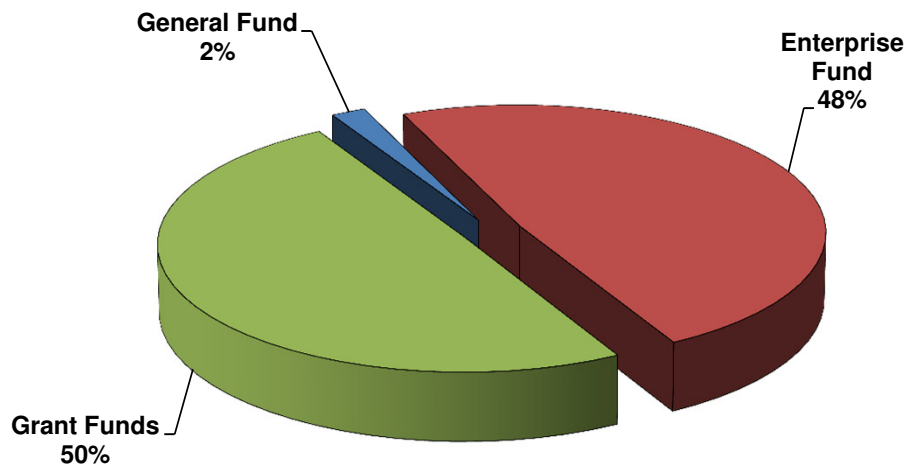
**GENERAL FUND** – accounts for only 2% of Division operations. FTE count reduced from 5 to 4 as a result of transferring one position from General Fund to a grant, with a corresponding reduction to salary reimbursement. No other significant changes.

**Sources and Uses by Fund Type**  
**Planning & Development Division**

**All Funds**

<u>FUND NAME:</u>	FY17 SOURCES OF FUNDS			FY17 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
<b>GENERAL FUND</b> 010 - General Fund	(5,000)	-	-	366,954	64,361	<b>426,315</b>	<b>2%</b>
<b>ENTERPRISE FUND</b> 950 - Codes Enforcement	(9,468,250)	(1,500,000)	-	10,602,160	366,090	-	<b>48%</b>
<b>GRANT FUNDS</b>	(9,786,870)	(430,451)	(1,001,000)	11,218,322	-	-	<b>50%</b>
<b>ALL FUNDS TOTAL</b>	<b>(19,260,120)</b>	<b>(1,930,451)</b>	<b>(1,001,000)</b>	<b>22,187,435</b>	<b>430,451</b>	<b>426,315</b>	<b>100%</b>

**FY17 Uses by Fund**



*The Planning and Development Division has two major revenue sources: State and Federal grant funds and fees generated from Construction Codes Enforcement services.*

**Net Expenditures By Department\***  
**Planning & Development**

**All Funds**

Fund	Dept	Dept Description	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
<b>GENERAL FUND</b>							
010	2710	Housing	395,760	386,414	402,251	407,222	426,315
<b>GENERAL FUND TOTAL</b>			<b>395,760</b>	<b>386,414</b>	<b>402,251</b>	<b>407,222</b>	<b>426,315</b>
<b>ENTERPRISE FUNDS</b>							
950	2701	Director - Plan & Development	(439,381)	(999,576)	(2,740,896)	(2,028,145)	(2,019,397)
950	2702	Local Planning	537,754	584,734	634,127	689,325	669,980
950	2708	Codes Enforcement	(50,408)	202,436	10,195	1,166,840	1,253,266
950	2711	Regional Services	(44,490)	68,958	(9,618)	171,980	96,151
<b>ENTERPRISE FUNDS TOTAL</b>			<b>3,475</b>	<b>(143,448)</b>	<b>(2,106,192)</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS TOTAL</b>			<b>(1,672,721)</b>	<b>230,421</b>	<b>4,272,070</b>	<b>-</b>	<b>-</b>
<b>PLANNING &amp; DEVELOPMENT TOTAL</b>			<b>(1,273,487)</b>	<b>473,386</b>	<b>2,568,129</b>	<b>407,222</b>	<b>426,315</b>

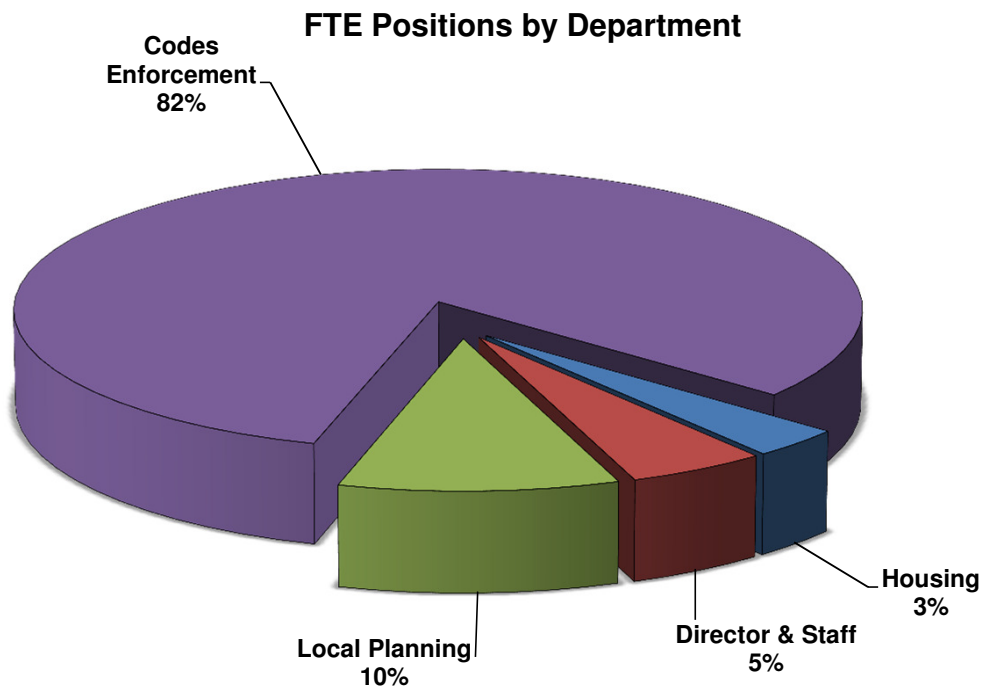
*\*Includes all Sources and Uses of Funds*

# FTE Position Count Planning & Development

All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	2710	Housing	5.0	5.0	5.0	5.0	4.0 <sup>a</sup>	(1.0)
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>(1.0)</b>
<b>ENTERPRISE FUND</b>								
950	2701	Director & Staff	7.0	6.0	6.0	6.0	6.0	-
950	2702	Local Planning	11.0	12.0	12.0	12.0	12.0	-
950	2708	Codes Enforcement	99.0	98.0	98.0	98.0	98.0	-
<b>TOTAL POSITIONS - ENTERPRISE FUND</b>			<b>117.0</b>	<b>116.0</b>	<b>116.0</b>	<b>116.0</b>	<b>116.0</b>	<b>-</b>
<b>GRANT FUNDS</b>			<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>23.0</b>	<b>24.0</b>	<b>1.0</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>146.0</b>	<b>145.0</b>	<b>145.0</b>	<b>144.0</b>	<b>144.0</b>	<b>-</b>

a) Moved one (1) position from General Fund to Grant Fund #228, with offsetting changes to salary reimbursements



**Prime Accounts  
2710 Housing**

**General Fund**

<b>Acct</b>	<b>Description</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>
46 - Fines, Fees & Permits		(100)	(350)	(4,850)	(5,000)	(5,000)
<b>Revenue</b>		<b>(100)</b>	<b>(350)</b>	<b>(4,850)</b>	<b>(5,000)</b>	<b>(5,000)</b>
51 - Salaries-Regular Pay		210,612	210,418	216,975	220,711	225,127
52 - Salaries-Other Compensation		88	0	0	4,668	4,668
55 - Fringe Benefits		78,738	89,447	85,085	76,468	83,655
Salaries & Fringe Benefits		289,439	299,866	302,060	301,847	313,449
60 - Supplies & Materials		4,211	3,846	6,799	7,700	7,700
64 - Services & Other Expenses		1,697	1,748	1,389	3,725	3,725
67 - Rent, Utilities & Maintenance		1,852	0	0	0	0
68 - Interfund Services		29,336	29,894	32,704	34,589	42,080
Operating & Maintenance		37,096	35,488	40,892	46,014	53,505
<b>Expenditures</b>		<b>326,534</b>	<b>335,353</b>	<b>342,952</b>	<b>347,861</b>	<b>366,954</b>
98 - Operating Transfers Out		69,326	51,410	64,150	64,361	64,361
Operating Transfers Out		69,326	51,410	64,150	64,361	64,361
<b>Net Transfers</b>		<b>69,326</b>	<b>51,410</b>	<b>64,150</b>	<b>64,361</b>	<b>64,361</b>
<b>Housing Total</b>		<b>395,760</b>	<b>386,414</b>	<b>402,251</b>	<b>407,222</b>	<b>426,315</b>



**Prime Accounts  
Planning & Development**

**950 - Consolidated Codes  
Enforcement**

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
44 - Intergovernmental Revenues-Federal &		(656,477)	(782,717)	(1,399,844)	(1,500,000)	(1,500,000)
45 - Charges for Services		(11,460)	(8,498)	(14,310)	(11,450)	(18,450)
46 - Fines, Fees & Permits		(8,361,916)	(7,990,201)	(8,333,789)	(7,915,000)	(7,945,000)
47 - Other Revenue		(84)	(2,739)	(56,387)	0	0
48 - Investment Income		(5,201)	(5,299)	(5,076)	0	(4,800)
<b>Revenue</b>		<b>(9,035,138)</b>	<b>(8,789,454)</b>	<b>(9,809,406)</b>	<b>(9,426,450)</b>	<b>(9,468,250)</b>
51 - Salaries-Regular Pay		5,835,902	5,688,524	5,956,004	6,333,516	6,460,198
52 - Salaries-Other Compensation		18,664	19,137	17,314	77,226	77,226
55 - Fringe Benefits		2,394,686	2,258,061	1,690,772	2,369,690	2,507,908
56 - Vacancy Savings		0	0	0	(44,763)	(44,763)
Salaries & Fringe Benefits		8,249,253	7,965,722	7,664,090	8,735,668	9,000,569
60 - Supplies & Materials		113,332	104,847	115,553	326,700	179,219
64 - Services & Other Expenses		60,197	57,371	72,624	113,775	238,061
66 - Professional & Contracted Services		124,655	127,552	147,691	147,500	143,700
67 - Rent, Utilities & Maintenance		79,783	71,890	55,057	114,150	66,350
68 - Interfund Services		903,422	747,411	602,859	996,468	974,261
70 - Capital Asset Acquisitions		195,400	174,466	208,650	125,000	0
79 - Depreciation Expense		(55,466)	(31,466)	(95,392)	0	0
Operating & Maintenance		1,421,322	1,252,071	1,107,043	1,823,593	1,601,591
94 - Other Sources & Uses		0	(12,476)	0	0	0
Other Financing Sources		0	(12,476)	0	0	0
<b>Expenditures</b>		<b>9,670,575</b>	<b>9,205,317</b>	<b>8,771,133</b>	<b>10,559,261</b>	<b>10,602,160</b>
96 - Operating Transfers In		(785,955)	(782,717)	(1,399,844)	(1,500,000)	(1,500,000)
Operating Transfers In		(785,955)	(782,717)	(1,399,844)	(1,500,000)	(1,500,000)
98 - Operating Transfers Out		153,992	223,406	331,925	367,189	366,090
Operating Transfers Out		153,992	223,406	331,925	367,189	366,090
<b>Net Transfers</b>		<b>(631,963)</b>	<b>(559,311)</b>	<b>(1,067,918)</b>	<b>(1,132,811)</b>	<b>(1,133,910)</b>
<b>Planning &amp; Development Total</b>		<b>3,475</b>	<b>(143,448)</b>	<b>(2,106,192)</b>	<b>0</b>	<b>0</b>

**The Division of Planning & Development is largely funded through federal, state and local grants. Major initiatives include:**

***Local Planning***

- The Tree Bank is a fund set up to receive monies from owners or developers who are unable to successfully plant and maintain trees on the site under development, with such monies to be used for planting and maintaining public trees under a planning process administered by the Office of Planning and Development (OPD). The funds are used to reasonably regulate and control the clearing of tree and wood vegetation and to encourage the planting of new trees.

***Housing***

- All grants are federal grants provided directly to Shelby County from the U.S. Department of Housing and Urban Development. Funds are used to provide decent, safe and sanitary housing, better neighborhoods (Neighborhood Stabilization grant), communities and lead-safe homes for low to moderate-income households. The Community Development Block Grant (CDBG) and Home funds are annual entitlement grants limited to the urban county serviced area. The Community Development Block Grant – Disaster Recovery funds are to be used to provide assistance in recovery from damage caused by the storms of April 2011. The Lead Hazard Control grant is a competitive grant limited to use in homes throughout Shelby County, with children under the age of 6, containing lead-based paint hazards.

***Regional Services***

- Grants are Federal Thru State funds for the Memphis Metropolitan Planning Areas. Tennessee Department of Transportation (TDOT) is the primary source of funding. The funds are used to fund transportation planning projects outlined in the Unified Planning Work Program (UPWP). The second source of funding is Federal Thru State from the Mississippi Department of Transportation (MDOT). These funds are used for transit planning activities and transportation planning projects outlined in the UPWP. The Federal Transit Administration (FTA) provides Metro Planning Program (MPP) funding for mass transportation services to the public. Funds are distributed to regions based on urbanized area population and an FTA administrative formula to address planning needs in larger, more complex urbanized areas.

# Grant Program Detail for FY17

# Planning & Development

<u>FUND</u>	<u>SECTION</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<b><u>Department: 2702 Local Planning</u></b>			
405	270203	Tree Bank	\$ 5,000
		<b>Department Total</b>	<b>\$ 5,000</b>
<b><u>Department: 2710 Housing</u></b>			
114	271003	Community Development Block Grant- HUD	\$ 2,192,923
322	271003	Community Development - Disaster Grant	1,802,301
357	271003	Neighborhood Stabilization	125,000
133	271006	Housing Rehabilitation and Assistance	100,000
144	271006	Home Entitlement - HUD	550,326
228	271006	Federal Lead Based Paint	458,913
297	271003	Resilience Grant	1,000,000
600	271008	Down Payment Assistance Program - Assistance Funds	700,000
601	271008	Down Payment Assistance Program - Admin & Operation	325,477
		<b>Department Total</b>	<b>\$ 7,254,940</b>
<b><u>Department: 2711 Regional Services</u></b>			
182	271111	MPO Household Survey (MDOT)	\$ 49,023
382	271111	Transportation Planning TDOT - FY12	1,241,230
387	271111	Transportation Planning MDOT	674,639
390	271111	Bike/Pedestrian Counting Equipment	20,000
822	271111	Metropolitan Planning FTA	457,038
423	271131	MDOT Section 8/Rideshare Planning	5,000
		<b>Department Total</b>	<b>\$ 2,446,930</b>
<b>DIVISION TOTAL</b>			<b>\$ 9,706,870</b>
Note: Grant Programs continuing into FY17 with use of prior year fund balance include -			
875	270605	Economic Development Fund - Industrial Development Board	\$ 1,000,000
405	270203	Tree Bank	1,000
			<b>\$ 1,001,000</b>

*HUD = Housing and Urban Development*  
*TDOT = Tennessee Department of Transportation*  
*FTA = Federal Transportation Authority*  
*MDOT = Mississippi State Department of Transportation*

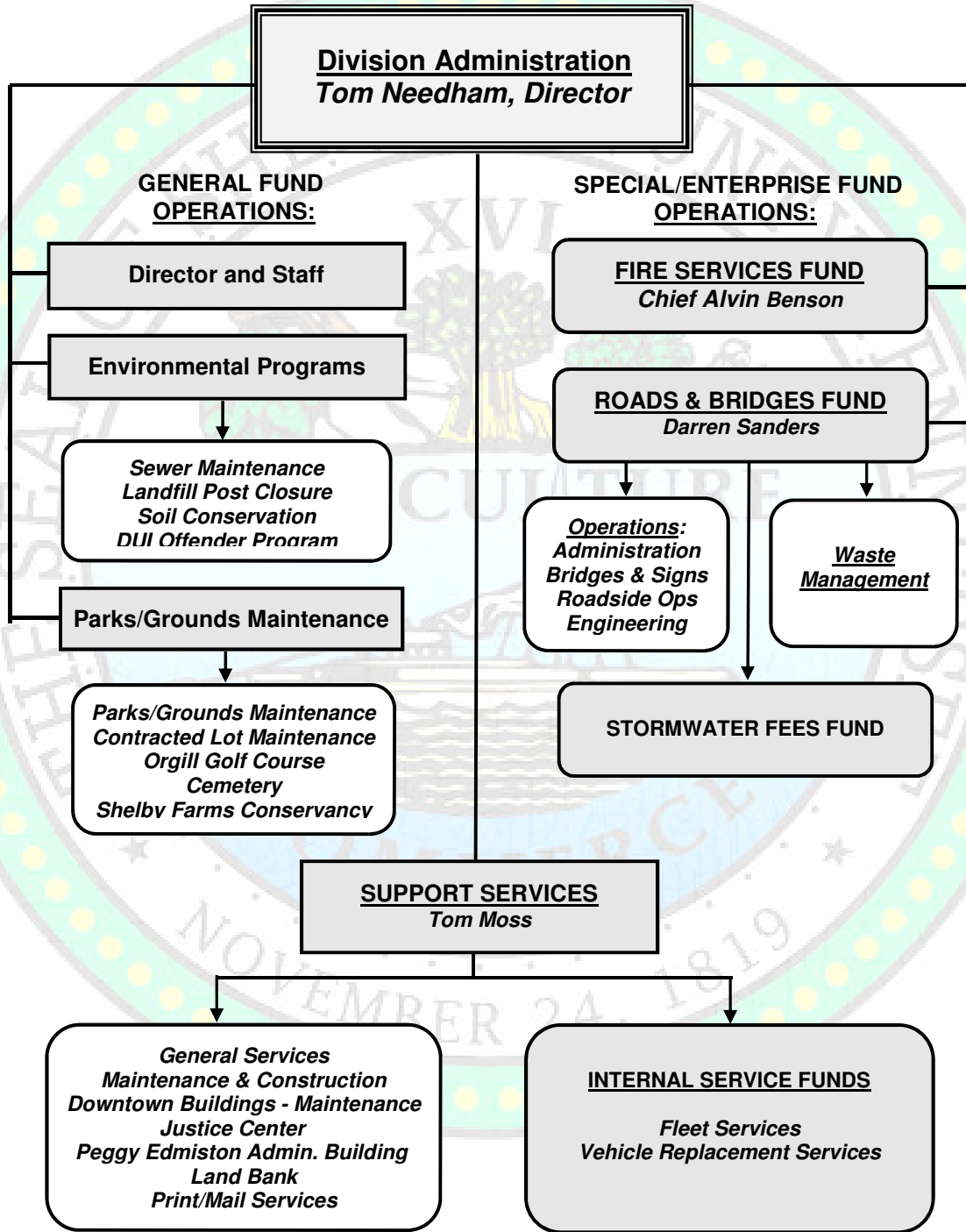
# **DIVISION OF PUBLIC WORKS**



## **FY17 PROPOSED BUDGET**

# PUBLIC WORKS

## Division Organizational Chart by Program



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**FY17 Budget Highlights****BUDGETARY ISSUES/TRENDS:**

- The inventory of County owned properties continues to rise due to the quantity of properties taken in tax sales and the reduced demand for the available properties. This has required a continuing increase in funding for property maintenance of the lots.
- Due to the age of many County facilities, building maintenance costs have increased as refurbishment or replacement becomes necessary. This factor will increase long term needs for capital Improvement funding in addition to recurring operating repair costs.

**GENERAL FUND**

<b>Public Works</b>	<b>FY15 Actual</b>	<b>FY16 Budget<sup>1</sup></b>	<b>FY17 Proposed</b>	<b>FY16-15 Var</b>
Revenue	(2,451,488)	(3,364,289)	(3,043,459)	320,830
Total Personnel	9,091,511	9,824,463	10,457,405	632,942
O&M <sup>1</sup>	10,546,393	11,454,234	13,929,386	2,475,152
Other Financing Sources	(777,082)	(600,000)	(700,000)	(100,000)
Net Transfers - Grants	14,830	36,830	(6,387)	(43,217)
<b>Net Operations</b>	<b>16,424,164</b>	<b>17,351,238</b>	<b>20,636,945</b>	<b>3,285,707</b>

<sup>1</sup> Adjusted for budget carried forward from FY15 for \$99,533

<b>FTE Count</b>	<b>142</b>	<b>156</b>	<b>161</b>	<b>5.0</b>
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**CHANGES TO MAJOR CATEGORIES**

- Memphis Cost Reimbursements decline of \$200,000 reflects moving the City Police from 201 Poplar to the former State building. This revenue source has been prorated for FY17, but a larger impact will be experienced in FY18.
- FTE changes:
  - FY16 (+14) includes 13 positions transferred to Support Services from the Mail & Print Fund and 1 position from HR for Land Bank support.
  - FY17 (+5) reflects transfer of 5 positions from Juvenile Court to Support Services for building maintenance.
- Total Personnel increase reflects the salary raise and fringe rate increases.
- O&M increase includes an additional \$1.2 million for maintenance of tax properties and blight abatement efforts and the transfer of \$624,000 from Juvenile Court to Support Services for building maintenance.
- Payments to Shelby Farms Conservancy of \$575,848 per year are included in the O&M category as an "Affiliated Organization."

**NO INCREASE REQUESTS****OTHER FUNDS:**

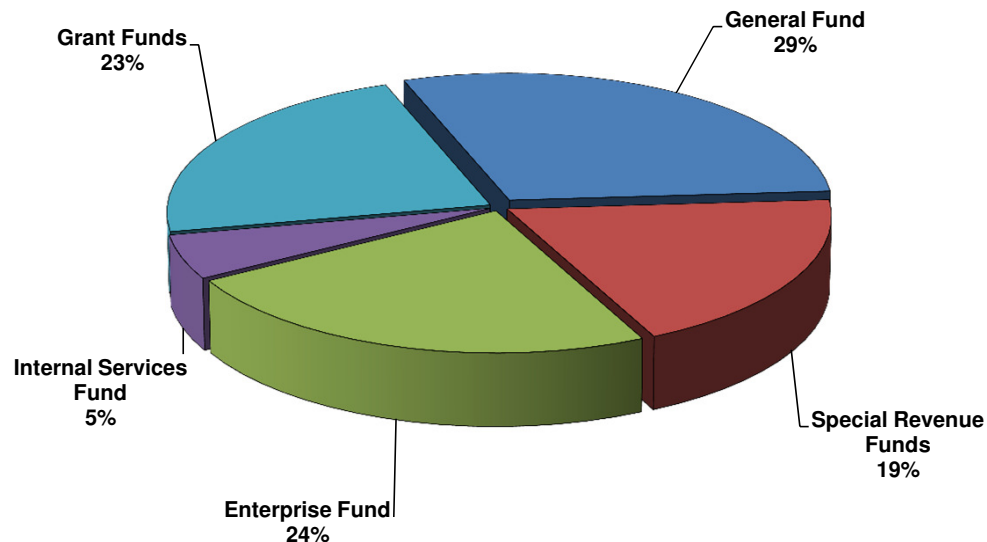
In addition to the General Fund, the Public Works Division includes four other fund types: Enterprise (Fire), Special Revenue (Roads & Bridges; Stormwater), Internal Services (Fleet Replacement and Service), & Grants. These summaries are provided on subsequent pages.

# **Division Totals by Fund Type** **Public Works Division**

**All Funds**

<u><b>FUND NAME:</b></u>	<b>FY17 SOURCES OF FUNDS</b>			<b>FY17 USES OF FUNDS</b>			<b>NET OPERATIONS</b>	
	<b>REVENUE + OTHER</b>	<b>TRANSFERS IN</b>	<b>FUND BALANCE</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>FUND BALANCE</b>	<b>NET TOTAL</b>	<b>% of Total</b>
<b>GENERAL FUND</b>							-	
006 - Orgill Golf Course	(25,000)	-	-	25,000	-	-	-	0%
014 - Landfill Post Closure	-	-	-	112,466	-	-	112,466	0%
010 - General Fund	(3,718,459)	(56,387)	-	24,249,325	50,000	-	20,524,479	29%
<b>TOTAL GENERAL FUND</b>	<b>(3,743,459)</b>	<b>(56,387)</b>	<b>-</b>	<b>24,386,791</b>	<b>50,000</b>	<b>-</b>	<b>20,636,945</b>	<b>30%</b>
<b>SPECIAL REVENUE FUNDS</b>								
071 - Roads & Bridges	(13,440,765)	-	(1,117,028)	14,382,092	175,701	-	-	18%
093 - Stormwater Fee	(720,000)	-	(476,580)	1,196,580	-	-	-	1%
<b>TOTAL SPECIAL REVENUE</b>	<b>(14,160,765)</b>	<b>-</b>	<b>(1,593,608)</b>	<b>15,578,672</b>	<b>175,701</b>	<b>-</b>	<b>-</b>	<b>19%</b>
<b>ENTERPRISE FUND</b>								
954 - Fire Services Fund	(19,606,938)	-	-	19,219,939	-	386,999	-	24%
<b>INTERNAL SERVICE FUNDS</b>								
959 - Fleet Vehicle Replacement	(385,000)	-	-	385,000	-	-	-	0%
960 - Fleet Services	(3,775,971)	-	-	3,775,971	-	-	-	5%
<b>TOTAL INTERNAL SERVICE</b>	<b>(4,160,971)</b>	<b>-</b>	<b>-</b>	<b>4,160,971</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5%</b>
<b>GRANT FUNDS</b>	(18,469,324)	(225,701)	(50,000)	18,702,705	35,170	7,150	-	23%
<b>ALL FUNDS TOTAL</b>	<b>(60,141,458)</b>	<b>(282,088)</b>	<b>(1,643,608)</b>	<b>82,049,079</b>	<b>260,871</b>	<b>394,149</b>	<b>20,636,945</b>	<b>100%</b>

**FY17 Uses by Fund**



*Funding for the operations of Public Works is highly diversified, with revenue sources representing all fund types.*



# **Net Expenditures By Department** **Public Works Division**

## **All Funds**

Fund Dept	Dept Description		FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
<b>GENERAL FUND</b>							
006 3016	Orgill Golf Course		(12,665)	(3,917)	19,496	-	-
010 3001	Director & Staff		824,422	1,221,007	709,005	498,174	519,576
010 3004	Environmental Programs	1)	155,083	164,630	194,377	184,569	198,811
010 3016	Parks & Grounds Maint	2)	1,463,276	1,797,415	2,274,832	2,926,135	4,048,037
010 3073	Support Services	5)	14,066,604	12,189,114	13,226,454	13,748,361	15,870,521
<b>GENERAL FUND TOTAL</b>			<b>16,496,719</b>	<b>15,368,250</b>	<b>16,424,164</b>	<b>17,357,239</b>	<b>20,636,945</b>
<b>SPECIAL REVENUE FUND</b>							
071 3010	R&B Bridges & Signs		523,609	(1,048,394)	(854,695)	-	1,415
071 3021	R&B Waste Management		8,647	(227)	5,069	-	(1,415)
093 3004	Stormwater Fees Fund		(377,591)	182,243	114,781	-	-
<b>SPECIAL REVENUE FUND TOTAL</b>			<b>154,665</b>	<b>(866,378)</b>	<b>(734,845)</b>	<b>-</b>	<b>-</b>
<b>ENTERPRISE FUNDS</b>							
954 3008	Fire Services		80,897	(1,285,728)	539,900	-	-
<b>ENTERPRISE FUNDS TOTAL</b>			<b>80,897</b>	<b>(1,285,728)</b>	<b>539,900</b>	<b>-</b>	<b>-</b>
<b>INTERNAL SERVICE FUND</b>							
959 3019	Vehicle Replacement Fund	3)	-	-	155,058	-	-
960 3019	Fleet Services	4)	103,861	190,613	(248,579)	-	-
961 3073	Mail & Print Services	5)	(6,276)	-	(510,050)	-	-
<b>INTERNAL SERVICE FUND TOTAL</b>			<b>97,585</b>	<b>190,613</b>	<b>(603,571)</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS TOTAL</b>			<b>(3,508,844)</b>	<b>(646,053)</b>	<b>8,638,496</b>	<b>-</b>	<b>-</b>
<b>PUBLIC WORKS TOTAL</b>			<b>13,321,021</b>	<b>12,760,704</b>	<b>24,264,143</b>	<b>17,357,239</b>	<b>20,636,945</b>

1) DUI Litter Program (3015), Landfill Post Closure (3009), Sewer Maint. (3002) consolidated in FY13

2) Shelby Farms Conservancy (3013) moved to Parks & Grounds in FY14

3) Fleet Vehicle Replacement Fund added in FY15 to centralize SCG Fleet Purchases

4) Service Station (Fleet Services) moved to Internal Service Fund designation in FY13

5) Mail & Print Services moved from Internal Service Fund to General Fund (Dept 3073 - Support Services) in FY16

## FTE Position Count Public Works

## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	3001	Director & Staff - Public Works	2.0	2.0	2.0	2.0	2.0	-
010	3004	Environmental Programs	3.0	3.0	3.0	3.0	3.0	-
010	3014	Agricultural Extension	-	-	-	-	-	-
010	3016	Parks & Grounds Maintenance	10.0	13.0	12.0 <sup>b</sup>	12.0	12.0	-
010	3073	Support Services	124.0	125.0	125.0	139.0 <sup>c</sup>	144.0 <sup>d</sup>	5.0
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>139.0</b>	<b>143.0 <sup>a</sup></b>	<b>142.0</b>	<b>156.0</b>	<b>161.0</b>	<b>5.0</b>
<b>SPECIAL REVENUE FUND</b>								
071	3010	R&B Bridges & Signs	89.0	89.0	89.1	89.1	89.1	-
071	3019	R&B Fleet Services	-	-	-	-	-	-
071	3021	R&B Waste Management	2.0	2.0	2.0	2.0	2.0	-
072	3010	R&B Roadside Operations	-	-	-	-	-	-
093	3004	Stormwater Fees Fund	2.0	2.0	1.9	1.9	1.9	-
<b>TOTAL POSITIONS - SPECIAL REVENUE</b>			<b>93.0</b>	<b>93.0</b>	<b>93.0</b>	<b>93.0</b>	<b>93.0</b>	<b>-</b>
<b>ENTERPRISE FUND - FIRE SERVICES</b>			<b>169.0</b>	<b>169.0</b>	<b>169.0</b>	<b>169.0</b>	<b>169.0</b>	<b>-</b>
<b>INTERNAL SERVICE FUND</b>								
960	3019	Fleet Services	20.0	15.0	15.0	15.0	15.0	-
961	3073	Mail & Print Services	18.0	13.0	13.0	-	-	-
<b>TOTAL POSITIONS - INTERNAL SERVICES</b>			<b>38.0</b>	<b>28.0</b>	<b>28.0</b>	<b>15.0</b>	<b>15.0</b>	<b>-</b>
<b>GRANT FUND</b>			<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>444.0</b>	<b>438.0</b>	<b>437.0</b>	<b>438.0</b>	<b>443.0</b>	<b>5.0</b>

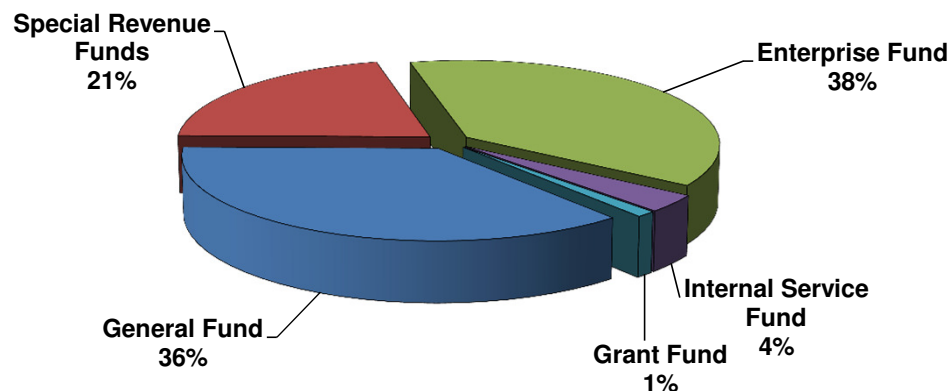
a) FY14 (4) Temp positions converted to permanent status

b) Deleted (1) Laborer position (870147) to fund/reclass other positions

c) Mail & Print Services were moved from Internal Service Fund to General Fund in FY16

d) Five (5) positions were transferred from Juvenile Court to Support Services in FY17

## FTE Positions by Fund



# Prime Accounts Public Works

## General Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
44 - Intergovernmental Revenues-Federal &		(1,425,832)	(1,391,878)	(1,369,570)	(1,400,000)	(1,200,000)
45 - Charges for Services		(443,982)	(371,341)	(354,195)	(1,232,289)	(1,071,459)
46 - Fines, Fees & Permits		(502,835)	(639,101)	(600,401)	(615,000)	(650,000)
47 - Other Revenue		(134,579)	(134,630)	(127,144)	(117,000)	(122,000)
48 - Investment Income		(273)	(287)	(179)	0	0
<b>Revenue</b>		<b>(2,507,501)</b>	<b>(2,537,237)</b>	<b>(2,451,488)</b>	<b>(3,364,289)</b>	<b>(3,043,459)</b>
51 - Salaries-Regular Pay		6,502,008	6,200,047	6,439,195	7,401,526	7,761,377
52 - Salaries-Other Compensation		76,235	54,317	61,200	155,211	165,211
55 - Fringe Benefits		2,362,291	2,548,293	2,591,116	2,747,995	2,989,907
56 - Vacancy Savings		0	0	0	(480,268)	(459,090)
Salaries & Fringe Benefits		8,940,535	8,802,657	9,091,511	9,824,463	10,457,405
60 - Supplies & Materials		955,212	852,035	971,086	1,230,078	1,277,458
64 - Services & Other Expenses		103,542	132,833	149,352	1,351,000	1,844,163
66 - Professional & Contracted Services		368,707	192,838	287,416	178,424	423,104
67 - Rent, Utilities & Maintenance		6,310,944	6,274,771	6,631,306	7,835,077	9,608,783
68 - Interfund Services		1,883,509	1,791,305	1,563,451	14,141	115,630
70 - Capital Asset Acquisitions		266,755	73,421	367,933	369,199	84,400
Operating & Maintenance		9,888,669	9,317,203	9,970,545	10,977,919	13,353,538
89 - Affiliated Organizations		575,848	575,848	575,848	575,848	575,848
Affiliated Organizations		575,848	575,848	575,848	575,848	575,848
94 - Other Sources & Uses		(593,813)	(1,407,889)	(777,082)	(600,000)	(700,000)
Other Financing Sources		(593,813)	(1,407,889)	(777,082)	(600,000)	(700,000)
<b>Expenditures</b>		<b>18,811,238</b>	<b>17,287,819</b>	<b>18,860,822</b>	<b>20,778,231</b>	<b>23,686,791</b>
99 - Planned Use of Fund Balances		0	0	0	(99,533)	0
Planned Fund Balance Change		0	0	0	(99,533)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(99,533)</b>	<b>0</b>
96 - Operating Transfers In		(36,508)	(35,170)	(35,170)	(35,170)	(56,387)
Operating Transfers In		(36,508)	(35,170)	(35,170)	(35,170)	(56,387)
98 - Operating Transfers Out		229,490	652,839	50,000	72,000	50,000
Operating Transfers Out		229,490	652,839	50,000	72,000	50,000
<b>Net Transfers</b>		<b>192,982</b>	<b>617,669</b>	<b>14,830</b>	<b>36,830</b>	<b>(6,387)</b>
<b>Public Works Total</b>		<b>16,496,719</b>	<b>15,368,250</b>	<b>16,424,164</b>	<b>17,351,239</b>	<b>20,636,945</b>

**FY17 Budget Highlights****ENTERPRISE FUND - FIRE 954****BUDGETARY ISSUES/TRENDS:**

The Shelby County Fire Department operates as an Enterprise Fund that is primarily supported by fire protection fees from services provided and inspections performed. Shelby County Fire Department aims to ensure the latest certifications including all levels of firefighting, emergency medical care, hazardous materials waste management, and rescue are provided to personnel. The Fire Department covers more than 300 square miles of unincorporated area that includes over 42,700 commercial and residential structures and 152,000 citizens.

<b>FIRE FUND</b>	<b>FY15 Actual</b>	<b>FY16 Budget<sup>1</sup></b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue & Other Sources	(19,262,653)	(19,117,676)	(19,606,938)	(489,262)
Total Personnel	13,177,914	14,168,263	14,672,283	504,020
O&M <sup>1</sup>	6,629,348	4,683,287	4,547,656	(135,631)
Capital Lease Costs	4,792	72,395		
Contribution to Fund Balance	-	193,731	386,999	193,268
Transfers	(9,501)			
<b>Net</b>	<b>539,900</b>	<b>-</b>	<b>-</b>	<b>72,395</b>
<b>FTE Count</b>	<b>169</b>	<b>169</b>	<b>169</b>	<b>-</b>

<sup>1</sup> Adjusted for carry-forwards (FY15 CFE in of \$2,038,419 in O&M removed from FY16 budget)

**CHANGES TO MAJOR CATEGORIES**

- Revenue increase of \$489,000 from Fire Protection Fees related to acquiring response area and a fire station from the City of Millington. The City of Millington previously provided this service on behalf Shelby County for a fee.
- Total Personnel increase reflects the 2% salary raise and fringe rate increases.
- FTE count unchanged at 169 positions.
- O&M budget decrease of \$208,000 reflects the decrease in contracted fire services through the City of Millington (as noted above).
- FY17 Contribution to Fund Balance = \$387,000 (revenue exceeds expenses)
- Fund Balance = \$1.8 million (*excludes OPEB and Pension liability*)

**FY17 Budget Highlights****SPECIAL REVENUE FUNDS****ROADS & BRIDGES FUND 071:**

- Revenues from the state gas tax program have been declining with the improved fuel efficiency in our vehicles and growth of hybrid and electrical cars and the continuing trend toward alternative modes of transportation such as bicycles. Shelby County roadways are deteriorating with insufficient funds for proper maintenance.
- Transfer of \$3 million in Local Sales Tax revenue from Debt Service will assist in the improvement of the road repaving cycle from a 40-year current cycle to a 20-year cycle within 10 years.

<b>ROADS &amp; BRIDGES</b>	<b>FY15 Actual</b>	<b>FY16 Budget<sup>1</sup></b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue & Other sources	(10,054,560)	(10,238,172)	(13,440,765)	(3,202,593)
Total Personnel	5,290,935	5,572,384	5,776,424	204,040
O&M <sup>1</sup>	3,397,938	5,777,548	8,605,668	2,828,120
Use of Fund Balance	-	(1,330,350)	(1,117,028)	213,322
Net Transfers to Grants	516,061	218,590	175,701	(42,889)
<b>Net</b>	<b>(849,626)</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> FY16 adjusted for carry-forwards by \$298,683

<b>FTE Count</b>	<b>91.1</b>	<b>91.1</b>	<b>91.1</b>	<b>-</b>
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- Increase to Total Personnel reflects the salary raise and fringe rate increases.
- FTE count unchanged
- O&M budget increase of \$2.5 million reflects increase for road paving (as noted above)
- Fund Balance = \$7 million; FY17 Planned Use of Fund Balance is \$1.1 million.

**STORMWATER FUND 093:**

Revenues for the Shelby County Storm Water Program are assessed through a monthly fee of \$4.02 added to MLGW utility bills. Funds are used to improve storm water drainage and the discharge of pollutants into the receiving waters.

<b>STORMWATER</b>	<b>FY15 Actual</b>	<b>FY16 Budget<sup>1</sup></b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(751,485)	(725,000)	(720,000)	5,000
Total Personnel	168,142	186,997	189,696	2,699
O&M*	698,124	1,006,884	1,006,884	-
Use of Fund Balance	-	(468,881)	(476,580)	(7,699)
<b>Net</b>	<b>114,781</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> adjusted for carry-forwards by \$156,076

<b>FTE Count</b>	<b>1.9</b>	<b>1.9</b>	<b>1.9</b>	<b>-</b>
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- Increase to Total Personnel of 2% and fringes; no changes to FTE(s) and O&M.
- FY17 Planned Use of Fund Balance is \$477K; Fund Balance is \$1.5 million.

**FY17 Budget Highlights****INTERNAL SERVICE FUNDS****FLEET REPLACEMENT - Fund 959**

The Fleet Vehicle Replacement Fund provides an orderly system for purchasing and funding a standardized fleet of Shelby County vehicles to promote cost effective fleet management through efficient vehicle acquisition, replacement, operation, maintenance, and repair. The goal of this replacement program is to lower the overall cost of vehicle maintenance by replacing all vehicles aged ten (10) years or older by 2017.

<b>Fleet Replacement</b>	<b>FY15 Actual</b>	<b>FY16 Budget<sup>1</sup></b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	-	(319,504)	(385,000)	(65,496)
O&M <sup>1</sup>	155,058	1,533,486	385,000	(1,148,486)
Use of Fund Balance	-	(1,213,982)	-	-
<b>Net</b>	<b>155,058</b>	<b>-</b>	<b>-</b>	<b>(1,213,982)</b>

<sup>1</sup> Adjusted for budget carry-forward from FY15 for \$141,789

- Revenue represents annual billings to participating departments.
- O&M budget decreased \$1.1 million to adjust for use of Fund Balance and align with the expenditure budgets for Fleet Replacement participants.
- Fund Balance = \$2.2 million. Use of additional fund balance will be appropriated by resolution as necessary for purchase contracts.

**FLEET SERVICES - Fund 960**

The Fleet Services Department operates as an internal service fund to provide maintenance for all vehicles and equipment that currently comprise the Shelby County Government fleet.

<b>Fleet Services</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(3,254,265)	(3,859,199)	(3,775,971)	83,228
Salaries	693,835	963,473	957,997	(5,476)
O&M	2,311,852	2,895,726	2,817,974	(77,752)
<b>Net</b>	<b>(248,578)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FTE Count</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>-</b>

- Revenue represents billings to departments served.
- Salaries = 25% of budget; O&M = 75% of budget
- FTE Count unchanged at 15 positons

The Division of Public Works administers several grants in the areas of:

**Environmental Programs Department**

- **Household Hazardous Waste** - The HHW facility collects materials generated in residential homes that are toxic, ignitable, corrosive or reactive to prevent these hazardous materials from contaminating the environment, specifically our drinking water, and to promote proper waste management. Shelby County, a sub-contractor as the grant is awarded to the City of Memphis, is in charge of daily operations for this facility for all residential citizens.
- **Chickasaw Basin Authority** - The grant provides funding to the Chickasaw Basin Authority whose function is watershed management for Shelby County and portions of surrounding counties. The Authority was established by the State of Tennessee.

**Roads & Bridges Department**

- The **State Aid Program** provides funds to Shelby County for the improvement or rehabilitation of roads on the State Aid System. The types of qualifying work include the planning, engineering, right-of-way acquisition, grading, drainage, bridge construction, and pavement upgrades or rehabilitation.
- **STP** - The Surface Transportation Program (STP) is a federally funded grant program to provide funds to local agencies for transportation projects.
- **TDOT Roadside Litter Grant** - The goal and objective of the Tennessee Department of Transportation (TDOT) Roadside Litter Grant is to educate the public, business, government, media and schools about litter reduction and to keep Shelby County clean and “green”, and remove and dispose litter and debris from County, State and Interstate roadsides.
- **CMAQ Intersection Improvement Projects** - The Congestion Mitigation Air Quality (CMAQ) Program provides intersection improvements that alleviate traffic delays resulting in a reduction of vehicle emissions (100% federal funds). The **CMAQ Greenline Extension** is under the CMAQ Program and provides funding to extend the Shelby Farms Greenline from its current terminus at Shelby Farms Park east to the “old” Cordova Train Depot.

**Support Services Department**

- **Waste Tire Program** - State of Tennessee Grant for the provision of optimizing waste tire in defraying the excessive costs associated with locating, collecting and properly disposing of waste tires.

**Grant Program Detail for FY17****Public Works**

<b><u>FUND</u></b>	<b><u>GRANT PROGRAM</u></b>	<b><u>AMOUNT</u></b>
<b><u>Department 3004: Environmental Programs</u></b>		
726	Household Hazardous Waste	\$ 219,000
863	Chickasaw Basin Authority	2,078,300
	<b>Department Total</b>	<b><u>\$ 2,297,300</u></b>
<b><u>Department 3010: Roads &amp; Bridges</u></b>		
660	660 - Roadside Grant	230,700
698	698 - CMAQ	13,000,000
766	766 - State Aid Road & Bridge Maintenance	1,871,818
804	804 - STP Resurface Raleigh LaGrange	187,500
808	808 - STP Resurface Macon Houston Levee to Pisgah	225,000
	<b>Department Total</b>	<b><u>\$ 15,515,018</u></b>
<b><u>Department 3073: Support Services</u></b>		
724	Waste Tire Program	\$ 657,006
	<b>Department Total</b>	<b><u>\$ 657,006</u></b>
	<b>DIVISION TOTAL</b>	<b><u>\$ 18,469,324</u></b>

*CMAQ = Congestion Management Air Quality  
STP = Surface Transportation Program*



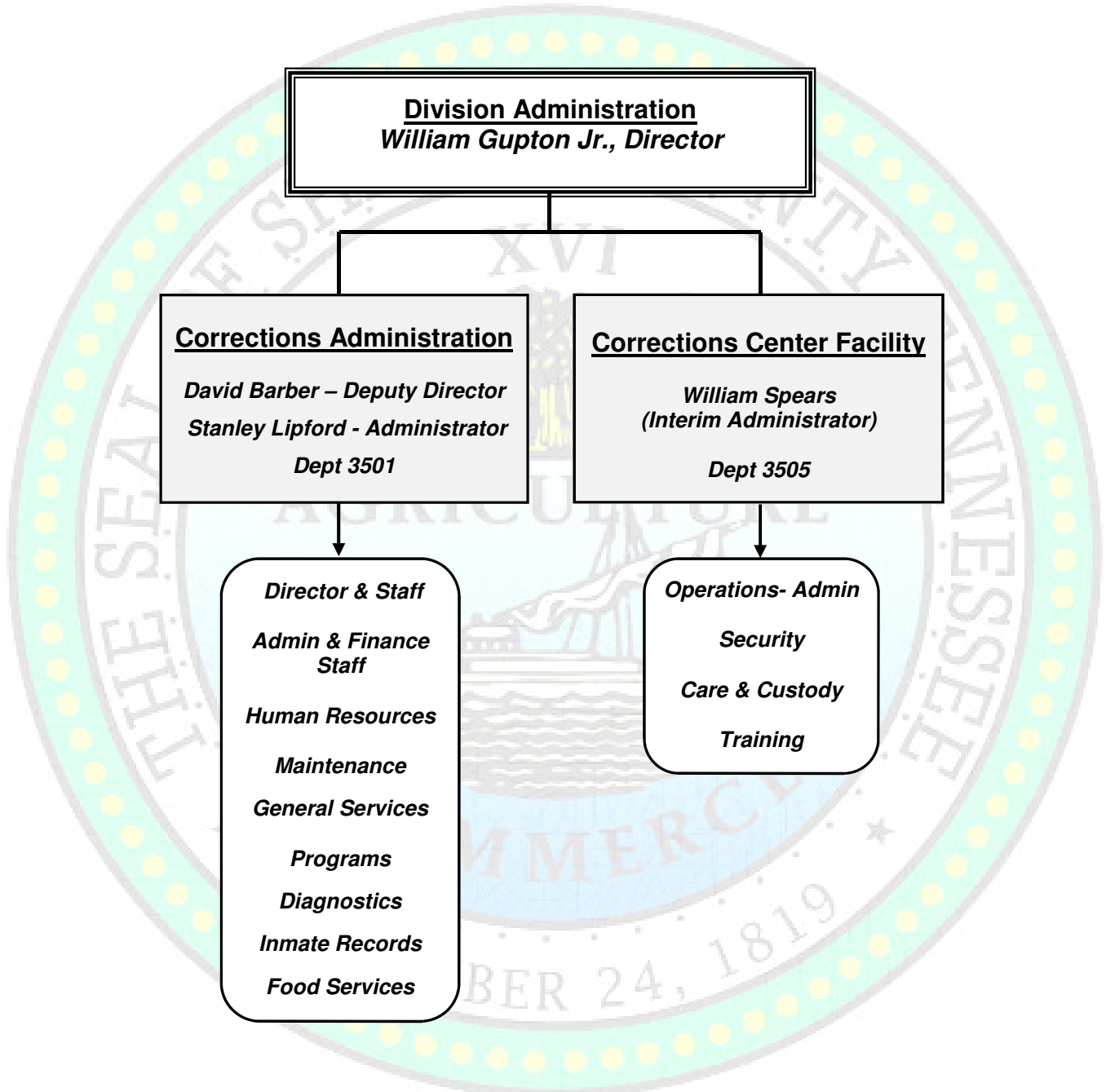
# **DIVISION OF CORRECTIONS**



## **FY17 PROPOSED BUDGET**

# DIVISION OF CORRECTIONS

## Organizational Chart by Program



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## CORRECTIONS

William J. Gupton, Jr., Director

### FY17 Budget Highlights

#### BUDGETARY ISSUES/TRENDS:

- This budget accounts for 1,870 felons at \$71.90/day whereas the FY16 budget was based on a felon population of 2,040 inmates at \$67.46/day. Although the reimbursement per diem rate increased, the declining felon population caused a \$1.2 million decrease in State Reimbursement revenue.
- Efficiency initiatives have been incorporated to improve energy usage and reduce costs such as the replacement of 1990's HVAC units with high efficiency units, LED lighting, solar assisted systems for water heating and laundry operations to reduce chemicals used in laundry prep, and recycling operations that have reduced trash removal costs and generated sales from byproducts such as recycled paper and cardboard.

#### Corrections - Fund 956

<b>CORRECTIONS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(53,501,276)	(51,589,716)	(50,081,345)	1,508,371
Total Personnel	38,142,161	39,059,175	38,189,205	(869,970)
O&M	19,639,998	22,529,378	21,795,157	(734,221)
Use of Fund Balance	-	(1,635,020)	(1,304,350)	330,670
Transfer From Gen Fund	(8,918,435)	(8,900,000)	(8,900,000)	-
Transfer To Grants	829,182	536,183	301,333	(234,850)
<b>Net Operations</b>	<b>(3,808,370)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FTE Count</b>	<b>726.8</b>	<b>692.0</b>	<b>638.0</b>	<b>(54.0)</b>

\* FY16 O&M Budget and Use of Fund Balance adjusted by \$72,731 for carry-forwards

#### CHANGES TO MAJOR CATEGORIES:

- Other revenue reductions include Room & Board and Transportation reimbursements caused by reduced number of inmates working in paid jobs
- FTE count reduced by 34.8 positions in FY16 as a result of outsourcing food services and reclassifications; in FY17, 54 vacant positions (*35 Correctional Officers, 17 Administrative positions, and 2 Mechanics*) were deleted due to revenue reduction.
- Overtime budget is \$1.9 Million in FY17 which is a decrease of \$110,000 from prior year.
- FY17 O&M budget was reduced by \$734,000 through various efficiency initiatives and from a reduction of \$500,000 to capital expenditures to balance with revenue.
- Planned Use of Fund Balance is \$1.3 million which will be used to aid in the completion of capital projects, namely roof replacements of the Main Entrance Building and the Women's Building.
- Fund Balance is \$ 24.6 million (excluding Pension and OPEB Liability) as of 3/31/16.

#### GRANTS

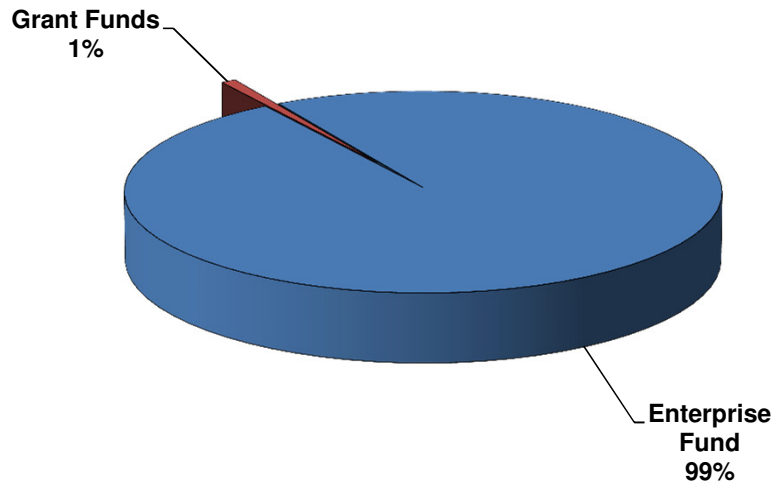
- FY17 Grants decreased from prior year by \$678,000 to only \$210,000.
- Grants are less than 1% of total revenue within the Corrections Fund.

**Sources and Uses by Fund Type**  
**Corrections Division**

**All Funds**

<b><u>FUND NAME:</u></b>	<b>FY17 SOURCES OF FUNDS</b>			<b>FY17 USES OF FUNDS</b>		<b>NET OPERATIONS</b>	
	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>FUND BALANCE</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>NET TOTAL</b>	<b>% of Total</b>
<b>ENTERPRISE FUND</b> 956 - Corrections	(50,081,345)	(8,900,000)	(1,304,350)	59,984,362	301,333	-	99%
<b>GRANT FUNDS</b>	(210,000)	(301,333)	-	511,333	-	-	1%
<b>ALL FUNDS TOTAL</b>	<b>(50,291,345)</b>	<b>(9,201,333)</b>	<b>(1,304,350)</b>	<b>60,495,695</b>	<b>301,333</b>	<b>-</b>	<b>100%</b>

**FY17 Uses by Fund**



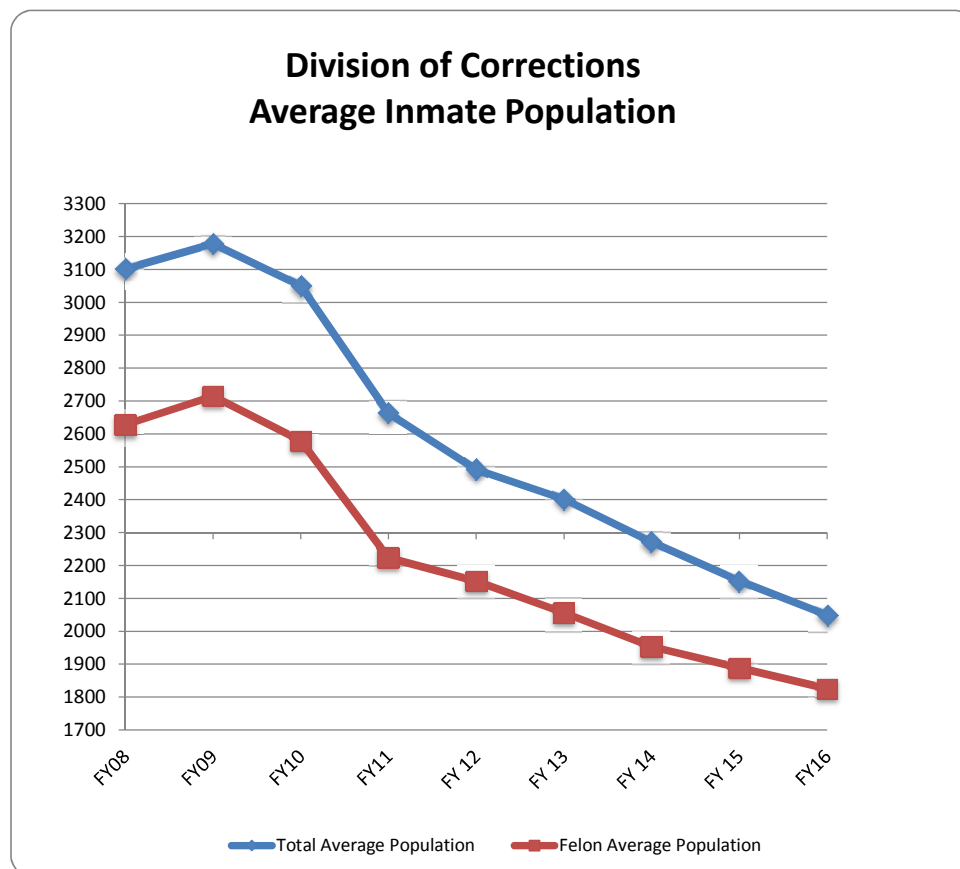
*Operations of the Corrections Division are funded primarily by reimbursements from the State.*

# Net Expenditures By Department\* Corrections Division

All Funds

Fund Dept	Dept Description	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
<b>ENTERPRISE FUNDS</b>						
956 3501	Corrections-Administration	(32,355,173)	(33,174,560)	(35,999,545)	(31,495,096)	(30,391,615)
956 3502	Adult Offender Center	333,024	378,456	337,339	7,293	-
956 3505	Corrections Center Operations	30,250,457	31,426,212	31,853,837	31,487,804	30,391,615
<b>ENTERPRISE FUNDS TOTAL</b>		<b>(1,771,692)</b>	<b>(1,369,891)</b>	<b>(3,808,370)</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS TOTAL</b>		<b>(67,140)</b>	<b>14,519</b>	<b>60,102</b>	<b>-</b>	<b>-</b>
<b>CORRECTIONS DEPARTMENT TOTAL</b>		<b>(1,838,831)</b>	<b>(1,355,373)</b>	<b>(3,748,268)</b>	<b>-</b>	<b>-</b>

\*Includes all Sources and Uses of Funds



*This chart displays and compares the Average Inmate Population (misdemeanants and felons) and Average Felon Population over a nine-year, trend history. State Reimbursement is the primary source of revenue for the Department of Corrections and is directly impacted by the felon population.*

## FTE Position Count Corrections

## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>ENTERPRISE FUND</b>								
956	3501	Corrections Director & Staff	150.8	155.8	155.8	126.0	133.0	7.0
956	3502	Adult Offender Center	8.0	9.0	8.0	8.0	-	(8.0)
956	3505	Facility Operations	566.0	564.0	563.0	558.0	505.0	(53.0)
<b>TOTAL POSITIONS -ENTERPRISE FUND</b>			<b>724.8</b>	<b>728.8</b> <sup>a</sup>	<b>726.8</b>	<b>692.0</b> <sup>b</sup>	<b>638.0</b> <sup>c</sup>	<b>(54.0)</b>
<b>GRANT FUNDS</b>			<b>25.0</b>	<b>11.0</b>	<b>8.5</b>	<b>2.8</b>	<b>1.0</b> <sup>d</sup>	<b>(1.8)</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>749.8</b>	<b>739.8</b>	<b>735.3</b>	<b>694.8</b>	<b>639.0</b>	<b>(55.8)</b>

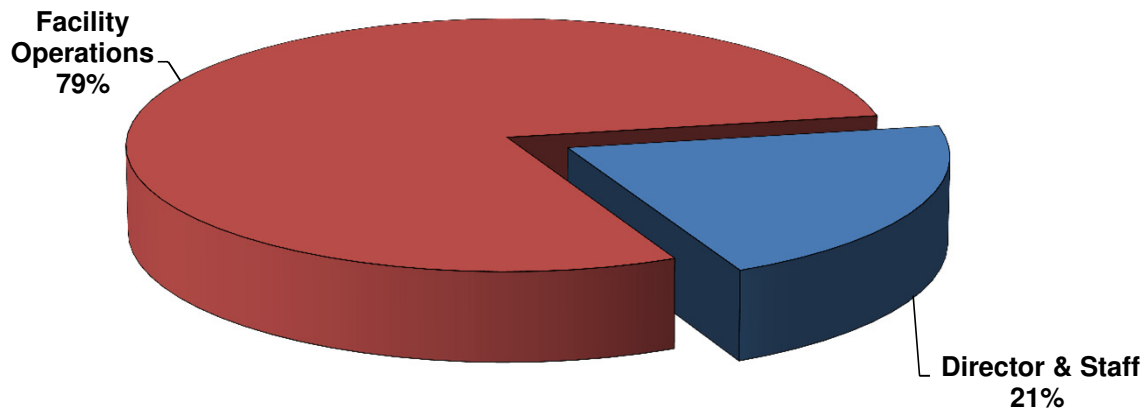
<sup>a</sup> FY14 Temporary to Permanent positions - Maintenance Utility Workers

<sup>b</sup> FY16 deletion of 30 positions as a result of outsourcing food services and deletion of 3.5 positions to fund reclassifications within the department

<sup>c</sup> Reduction associated with the deletion of 54 Corrections' vacancies for cost savings

<sup>d</sup> Reduction associated with Funds 574 & 575 Project MOST (Motivated Offenders Succeeding Tomorrow) Re-entry program.

## FTE Positions by Department



# Prime Accounts Corrections

## 956 - Corrections Center

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
43 - Intergovernmental Revenues-State of		(49,661,570)	(51,965,333)	(51,947,141)	(50,230,716)	(49,075,345)
44 - Intergovernmental Revenues-Federal &		(21,000)	(15,600)	(13,200)	(20,000)	(18,000)
45 - Charges for Services		(1,415,511)	(1,513,791)	(1,409,649)	(1,231,000)	(915,000)
46 - Fines, Fees & Permits		(72,780)	(80,943)	(82,443)	(65,000)	(60,000)
47 - Other Revenue		(7,173)	(3,801)	(18,237)	(3,000)	(1,000)
48 - Investment Income		(27,504)	(41,107)	(30,606)	(40,000)	(12,000)
<b>Revenue</b>		<b>(51,205,537)</b>	<b>(53,620,575)</b>	<b>(53,501,276)</b>	<b>(51,589,716)</b>	<b>(50,081,345)</b>
51 - Salaries-Regular Pay		24,621,947	24,680,507	25,830,669	28,672,005	27,090,290
52 - Salaries-Other Compensation		4,123,367	4,031,023	4,267,209	2,996,817	2,970,336
55 - Fringe Benefits		10,957,785	10,907,326	8,044,283	10,997,053	10,615,615
56 - Vacancy Savings		0	0	0	(3,606,700)	(2,487,036)
Salaries & Fringe Benefits		39,703,098	39,618,856	38,142,161	39,059,175	38,189,205
60 - Supplies & Materials		5,438,695	5,047,623	5,045,283	2,306,114	2,467,447
64 - Services & Other Expenses		302,163	282,872	546,296	444,400	497,400
66 - Professional & Contracted Services		6,372,058	6,751,898	6,831,263	10,715,000	10,715,000
67 - Rent, Utilities & Maintenance		2,612,910	2,639,999	2,703,503	2,881,000	2,766,117
68 - Interfund Services		2,582,069	3,503,722	3,271,413	3,516,864	3,183,194
70 - Capital Asset Acquisitions		496,379	544,114	577,124	2,938,731	2,366,000
79 - Depreciation Expense		654,242	576,075	628,886	0	0
Operating & Maintenance		18,458,516	19,346,303	19,603,768	22,802,109	21,995,158
95 - Contingencies & Restrictions		0	0	0	(200,000)	(200,000)
Contingencies & Restrictions		0	0	0	(200,000)	(200,000)
94 - Other Sources & Uses		(28,904)	0	36,230	0	0
Other Financing Sources		(28,904)	0	36,230	0	0
<b>Expenditures</b>		<b>58,132,710</b>	<b>58,965,159</b>	<b>57,782,159</b>	<b>61,661,284</b>	<b>59,984,362</b>
99 - Planned Use of Fund Balances		0	0	0	(1,707,751)	(1,304,350)
Planned Fund Balance Change		0	0	0	(1,707,751)	(1,304,350)
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,707,751)</b>	<b>(1,304,350)</b>
96 - Operating Transfers In		(8,908,698)	(6,900,000)	(8,918,435)	(8,900,000)	(8,900,000)
Operating Transfers In		(8,908,698)	(6,900,000)	(8,918,435)	(8,900,000)	(8,900,000)
98 - Operating Transfers Out		209,834	185,526	829,182	536,183	301,333
Operating Transfers Out		209,834	185,526	829,182	536,183	301,333
<b>Net Transfers</b>		<b>(8,698,864)</b>	<b>(6,714,475)</b>	<b>(8,089,254)</b>	<b>(8,363,817)</b>	<b>(8,598,667)</b>
<b>Corrections Total</b>		<b>(1,771,692)</b>	<b>(1,369,891)</b>	<b>(3,808,370)</b>	<b>0</b>	<b>0</b>



**Division Overview for FY17  
Corrections**

*William J. Gupton, Jr., Director*

		FY14	FY15	FY16	FY17
Service Level Measurements		Actual	Actual	Estimate	Forecast
<b>POPULATION</b>	Total Average Daily Population	2,257	2,106	2,085	2,100
	% Male Population	91.25%	92.59%	92.00%	92.00%
	% Female Population	8.75%	7.41%	8.00%	8.00%
	Average Felon Population	1,953	1,871	1,860	1,870
	% Felons of Total Population	86%	89%	89%	89%
	Total Days Served as Week-ender Time	2,800	2,190	2,200	2,200
<b>MEALS</b>	Total Inmate Meals	2,471,415	2,306,070	2,289,330	2,299,500
	Average Inmate Meals per day	6,771	6,318	6,255	6300
<b>MEDICAL</b>	Total Medical Sick Calls	19,476	17,616	17,000	17,000
	Total Walk-in Sick Calls	16,425	12,617	13,000	13,000
	Total Psychiatrist Sick Call	2,765	3,061	3,000	3,000
	Total Admission Medical Screens	4,903	4,003	4,000	4,000
	Medications				
	% on Medications	54.00%	54.00%	54.00%	54.00%
	% on Psychotropics	23.25%	24.00%	24.00%	24.00%
	Number of Suicide Attempts/Gestures	26	17	20	20
	Number of Suicides	0	0	0	0
	Number of Deaths	2	2	2	2
<b>WORK LINES</b>	Average inmates on Road Dept. Crews	42	36	40	40
	Average inmates on work lines in community	285	168	170	170
	Average inmates working inside Division of Corrections	536	609	610	610
	Total Inmates Working	863	777	780	780
	Percentage of Total Inmates Working	38%	37%	37%	37%
<b>PHYSICAL PLANT MAINTAINED</b>					
	Total Acres of Land	60	60	60	60
	Housing Buildings Maintained	16	16	16	16
	Total Buildings Maintained	43	43	43	43

**Grant Summary Information for FY17****Corrections**

The Division of Corrections has used grant funding to augment services for our inmate population and will continue to seek additional funding from outside sources to support services for our population. The Division currently has two sources of grant funds. The initiatives include:

- The State of Tennessee provides support to the Shelby County Department of Corrections through a multi-year grant award known as ***PLLUS (Providing Leadership Lifestyles while Under Supervision)*** for intensive correctional programming of medium to high risk inmates. These inmates face substance abuse or chemical dependency issues, influence of alcohol or drugs at the time of their crimes, committed their crimes to get money to buy drugs, or were incarcerated for a drug or alcohol-related violation. Inmates may also be referred through parole. The goals of this grant are to utilize offender intervention strategies to reduce the criminogenic circumstances of felonious offenders to increase the public welfare of the State of Tennessee. Other expected outcomes include an increase in the number and quality of services available for offender intervention.
- Tennessee Department of Corrections (TDOC) provides support for the ***Memphis and Shelby County Office of Re-entry***. The FY17 budget is designed to assist Memphis and Shelby County Office of Re-entry in providing ex-offender services, staff and ex-offender training, transportation, and job readiness training. The Board of Pardons and Parole provides additional parole staffing at the Mississippi Blvd site location erected in FY16 as well.

<u>FUND</u>	<u>SECTION</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<b><u>Department 3501: Corrections Administration</u></b>			
577	350107	Providing Leadership Lifestyles Under Supervision (PLLUS) Grant	100,000
706	350107	Memphis-Shelby County Office of Re-Entry Program	110,000
<b>DIVISION TOTAL</b>			<b><u>\$ 210,000</u></b>

# Prime Accounts Corrections

## Grant Funds

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
43 - Intergovernmental Revenues-State of		(171,264)	(109,221)	(204,756)	(210,000)	(110,000)
44 - Intergovernmental Revenues-Federal &		(1,025,308)	(662,424)	(691,982)	(678,357)	(100,000)
<b>Revenue</b>		<b>(1,196,572)</b>	<b>(771,645)</b>	<b>(896,738)</b>	<b>(888,357)</b>	<b>(210,000)</b>
51 - Salaries-Regular Pay		568,755	454,321	461,852	311,323	232,819
52 - Salaries-Other Compensation		44,307	3,595	39	55,721	0
55 - Fringe Benefits		218,690	161,265	143,502	99,453	84,694
Salaries & Fringe Benefits		831,753	619,181	605,393	466,497	317,513
60 - Supplies & Materials		169,749	185,196	217,494	211,923	40,061
64 - Services & Other Expenses		224,601	119,972	196,549	218,525	75,182
66 - Professional & Contracted Services		60,153	32,430	19,500	40,645	64,077
67 - Rent, Utilities & Maintenance		100	2,359	0	2,000	5,000
68 - Interfund Services		4,067	12,550	21,996	34,949	9,500
70 - Capital Asset Acquisitions		47,357	0	379,345	450,000	0
Operating & Maintenance		506,027	352,507	834,884	958,042	193,820
<b>Expenditures</b>		<b>1,337,779</b>	<b>971,689</b>	<b>1,440,277</b>	<b>1,424,540</b>	<b>511,333</b>
96 - Operating Transfers In		(208,347)	(185,526)	(483,437)	(536,183)	(301,333)
Operating Transfers In		(208,347)	(185,526)	(483,437)	(536,183)	(301,333)
<b>Net Transfers</b>		<b>(208,347)</b>	<b>(185,526)</b>	<b>(483,437)</b>	<b>(536,183)</b>	<b>(301,333)</b>
<b>Corrections Total</b>		<b>(67,140)</b>	<b>14,519</b>	<b>60,102</b>	<b>0</b>	<b>0</b>

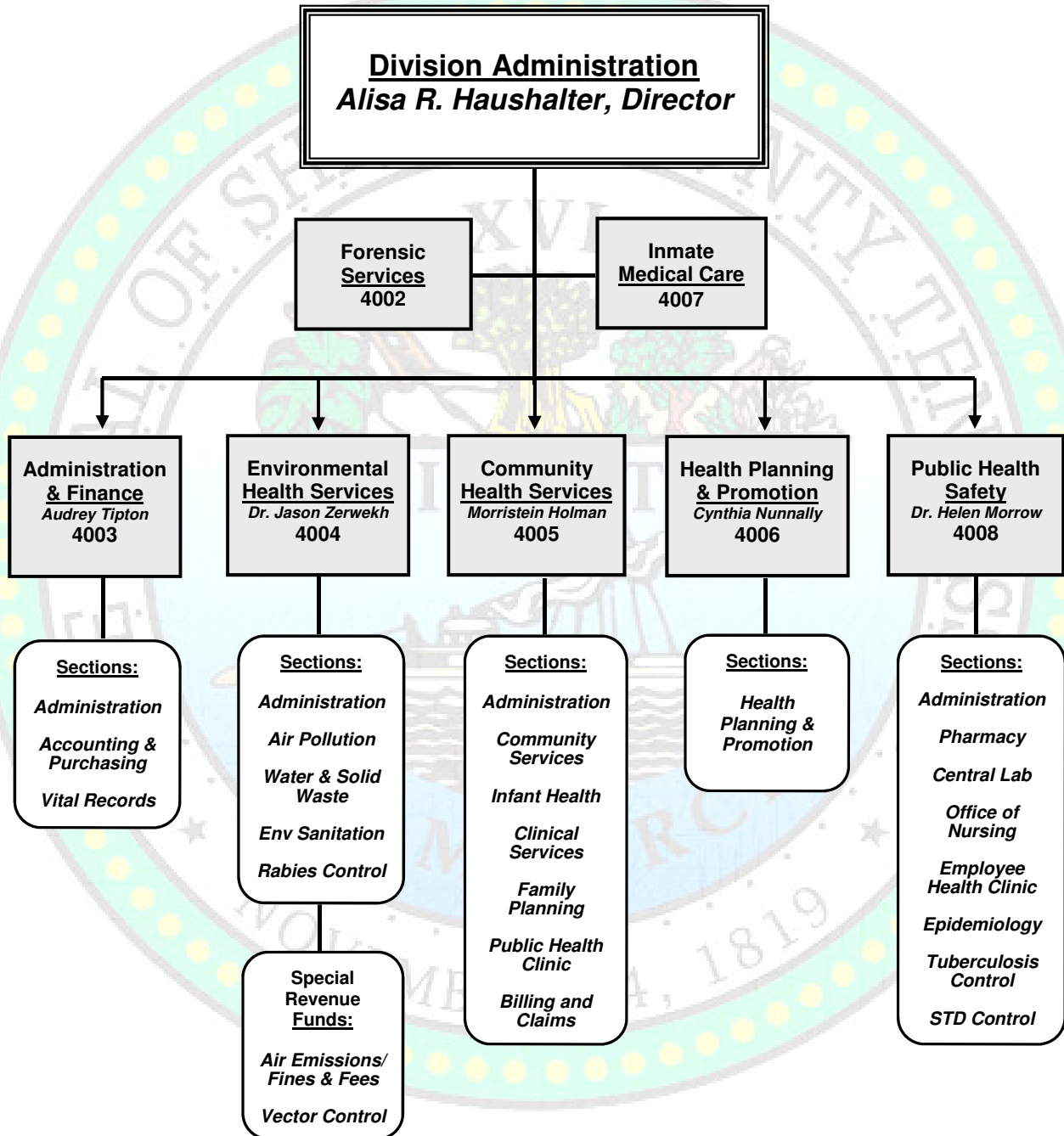
# **DIVISION OF HEALTH SERVICES**



## **FY17 PROPOSED BUDGET**

# HEALTH SERVICES

## Division Organizational Chart by Program



**BUDGETARY ISSUES/TRENDS:**

- Division funding is highly leveraged against state and federal grants; therefore, having the necessary flexibility to address locally determined public health priorities, needs and potential threats is challenging.
- The goal of achieving accreditation from the Public Health Accreditation Board (PHAB) will require a commitment of resources for infrastructure and process improvement.
- With the advent of the Affordable Care Act some consumers have chosen to visit Primary Care Physicians in place of the clinics. As the clinics continue to accept third party carriers revenues are expected to potentially turn around.

### General Fund

HEALTH SERVICES	FY15 Actual	FY16 Budget*	FY17 Proposed	FY17-16 Var
Revenue	(3,983,960)	(5,197,766)	(4,662,716)	535,050
Total Personnel	8,593,917	9,277,028	9,382,364	105,336
O&M*	16,527,172	17,267,330	17,920,418	653,088
Net Transfers	680,770	889,968	1,037,720	147,752
<b>Net Operations</b>	<b>21,817,899</b>	<b>22,236,560</b>	<b>23,677,786</b>	<b>1,441,226</b>

<b>FTE Count</b>	<b>146</b>	<b>147</b>	<b>147.1</b>	<b>0.1</b>
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\* Carryforward Encumbrance (\$47,075) removed from FY16 for a true O&M comparison

### CHANGES TO MAJOR CATEGORIES:

- Revenue declines from TennCare, Fees & Permits, and Patient Services reflect the impact of the Affordable Care Act. In its initial stages, many individuals that would normally utilize the services of the clinics, especially for well-baby exams have chosen primary care physicians.
- The 2% salary increase is largely offset by an increase to the vacancy savings credit (from 7.5% to 9.0%), based on historical trends. Improvements in the economy have made it difficult to compete with higher salaries offered in some industries, especially licensed/certified professionals and technical positions.
- Current FTE count includes one Business Analyst position transferred from Information Technology Services in FY16 and a small grant allocation change in FY17 (+.1 FTE).
- The FY16 budget was increased by \$300,000 for Family Planning LARCs, \$350,000 for Forensic Services, and \$350,000 for the Inmate Medical Contract. An additional increase of \$410,000 has been included for the annual increase in the Inmate Medical contract in FY17.
- Of the total budgetary allocation to the Health Services Division, two large contracts consume two-thirds of all funding, as shown below:

	<u>millions</u>	<u>% of total</u>
<b>Total Health Services Funding</b>	<b>\$ 23.6</b>	<b>100.0%</b>
<i>Inmate Medical Contract</i>	<i>\$ (12.1)</i>	<i>-51.3%</i>
<i>Regional Forensic Center</i>	<i>\$ (3.4)</i>	<i>-14.4%</i>
<b>Available for Public Health</b>	<b>\$ 8.1</b>	<b>34.3%</b>

## NO INCREASE REQUESTS

**SPECIAL REVENUE FUNDS****AIR EMISSIONS – FUND 81**

The Air Emission Fees Special Revenue Fund protects the health of the citizens of Shelby County through enforcement of local, state and federal air quality regulations. Revenue source is the collection of mandated air emission fees and Title V operating permit fees.

- Annual revenue projected for FY17 of \$1 million is consistent with prior years.
- FTE Count of 9.8 positions
- Fund balance = \$500,000

**VECTOR CONTROL – FUND 82**

The Vector Control Special Revenue Fund fully funds all activities of the County-wide integrated Mosquito and Rodent Control Program. Revenue is generated through a \$0.75 monthly charge assessed to the citizens of Memphis/Shelby County on Memphis Light Gas & Water (MLGW) bills.

- Revenue projected for FY17 is consistent with prior years at \$3.5 million.
- FTE Count unchanged at 47 positions.
- Fund Balance = \$1.2 million, with Planned Use in FY17 of \$569,000

**AIR EMISSIONS FINES & PENALTIES – FUND 83**

The Air Emissions Fines & Penalties Fund was established to account for the collection of civil penalties for air emission violations by major sources, as defined by the 1990 “Clean Air Act”. The Title V penalties collected are used for environmental projects such as the Memphis Area Ride Share and the Shelby County School Bus Retrofit program. Revenue is highly variable from year to year, depending on penalties assessed.

**GRANTS**

- Grants represent 45% of total revenue within the Health Services Division.
- Grant revenue for FY17 is \$26.1 million, a reduction of \$1.5 million from prior year.

Grants that have been reduced include the following:

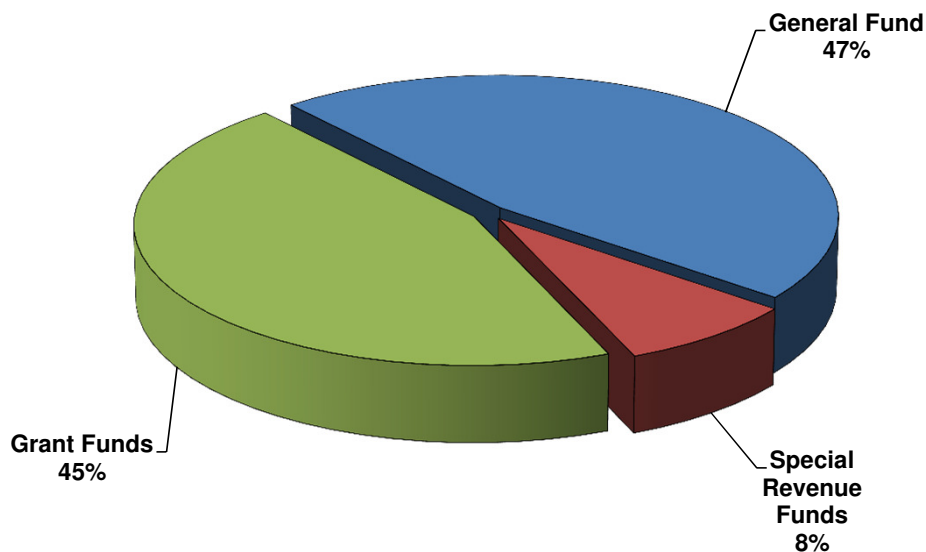
- Grant 415 - Clinical Services-Grant - \$692,000
- Grant 520 - Rideshare Project - \$807,000

**Sources and Uses by Fund Type**  
**Health Services Division**

**All Funds**

<i>FUND NAME:</i>	FY17 SOURCES OF FUNDS			FY17 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
<b>GENERAL FUND</b>							
010 - General Fund	(4,662,716)	(1,319,200)	-	27,302,782	2,356,920	23,677,786	47%
<b>SPECIAL REVENUE FUNDS</b>							
081 - Air Emission Fees	(1,001,250)	-	-	1,001,250	-	-	2%
082 - Vector Control	(3,455,000)	-	(569,131)	4,024,131	-	-	6%
083 - Air Emission Fines & Penalties	(21,000)	-	(136,709)	85,717	71,992	-	0%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>(4,477,250)</b>	<b>-</b>	<b>(705,840)</b>	<b>5,111,098</b>	<b>71,992</b>	<b>-</b>	<b>8%</b>
<b>GRANT FUNDS</b>	<b>(26,137,116)</b>	<b>(2,428,912)</b>	<b>(27,865)</b>	<b>27,599,693</b>	<b>994,200</b>	<b>-</b>	<b>45%</b>
<b>ALL FUNDS TOTAL</b>	<b>(35,277,082)</b>	<b>(3,748,112)</b>	<b>(733,705)</b>	<b>60,013,573</b>	<b>3,423,112</b>	<b>23,677,785</b>	<b>100%</b>

**FY17 Uses by Fund**



*Funding for Health Services operations is split primarily between Grant and General Funds.*



**Net Expenditures By Department\***  
**Health Services Division**

**All Funds**

<b>Fund Dept</b>	<b>Dept Description</b>	<b>FY13 ACTUAL</b>	<b>FY14 ACTUAL</b>	<b>FY15 ACTUAL</b>	<b>FY16 AMENDED</b>	<b>FY17 PROPOSED</b>
<b>GENERAL FUND</b>						
010 4001	Director - Health Services	396,999	451,940	423,516	128,833	109,744
010 4002	Forensic Services	3,141,469	3,215,089	3,249,169	3,138,587	3,157,183
010 4003	Administration & Finance (1)	(810,242)	(599,567)	(985,690)	(1,422,349)	(787,388)
010 4004	Environmental Health Services	1,078,816	1,875,686	1,996,182	2,117,111	2,195,343
010 4005	Community Health	2,016,499	1,257,923	1,775,043	2,137,836	2,100,460
010 4006	Health Planning & Promotion	289,069	404,395	434,593	530,631	510,759
010 4007	Inmate Medical Care	10,548,996	11,418,559	11,663,265	12,124,445	12,533,416
010 4008	Public Health Safety	2,505,328	3,229,208	3,261,819	3,481,467	3,858,267
<b>GENERAL FUND TOTAL</b>		<b>19,166,934</b>	<b>21,253,234</b>	<b>21,817,898</b>	<b>22,236,560</b>	<b>23,677,786</b>
<b>SPECIAL REVENUE FUNDS</b>						
081 4004	Air Pollution	70,796	53,377	(22,114)	-	-
082 4004	Vector Control	(37,607)	(12,833)	38,447	-	-
083 4004	Air Emissions	48,394	207,320	(64,271)	-	-
<b>SPECIAL REVENUE FUND TOTAL</b>		<b>81,584</b>	<b>247,864</b>	<b>(47,939)</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS TOTAL</b>		<b>(1,552,866)</b>	<b>(54,283)</b>	<b>364,717</b>	<b>-</b>	<b>-</b>
<b>HEALTH SERVICES TOTAL</b>		<b>17,695,651</b>	<b>21,446,815</b>	<b>22,134,676</b>	<b>22,236,560</b>	<b>23,677,786</b>

*\*Includes all Sources and Uses of Funds*

(1) Indirect Cost Allocation, which carries a negative balance, is included in department 4003.

## FTE Position Count Health Services

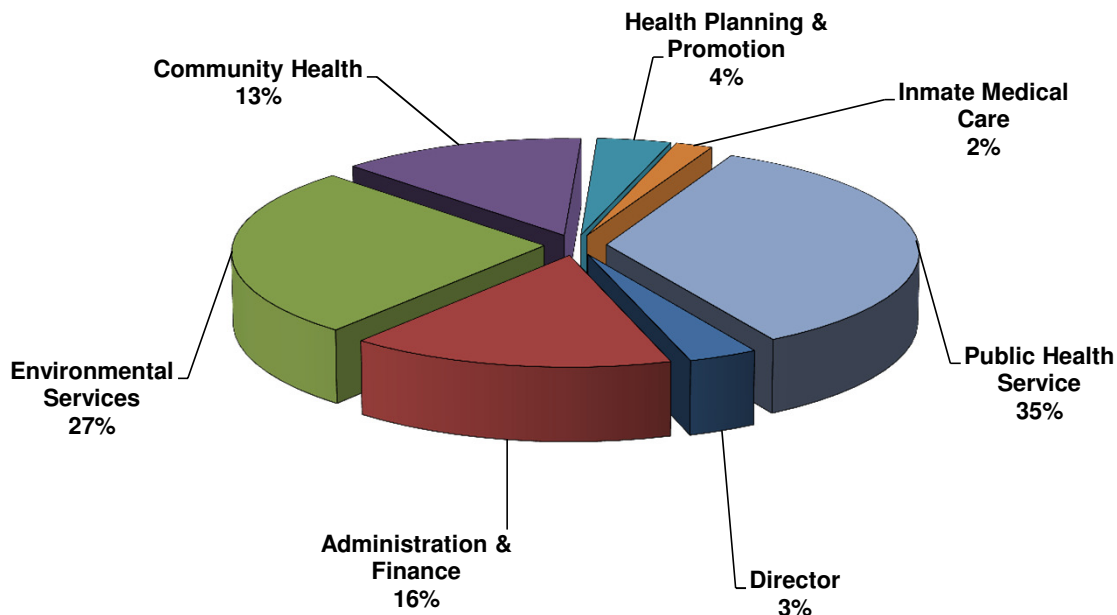
## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	4001	Director - Health Services	4.0	4.0	4.0	5.0	5.0	-
010	4003	Administration & Finance	22.3	22.3	24.3	23.3	23.3	-
010	4004	Environmental Health Services	41.0	41.0	39.0	39.0	39.0	-
010	4005	Community Health	30.3	21.2	20.7	20.7	19.8	(0.9)
010	4006	Health Planning & Promotion	5.0	6.0	6.0	6.0	6.0	-
010	4007	Inmate Medical Care	3.0	3.0	3.0	3.0	3.0	-
010	4008	Public Health Safety	41.0	49.0	49.0	50.0	51.0	1.0
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>146.6</b>	<b>146.5</b>	<b>146.0</b>	<b>147.0</b>	<b>147.1</b>	<b>0.1</b>
<b>SPECIAL REVENUE FUND</b>								
081	4004	Air Pollution	10.6	10.6	10.6	10.6	9.8	(0.9)
082	4004	Vector Control	49.0	47.0	47.0	47.0	47.0	-
<b>TOTAL POSITIONS - SPECIAL REVENUE</b>			<b>59.6</b>	<b>57.6</b>	<b>57.6</b>	<b>57.6</b>	<b>56.8</b>	<b>(0.9)</b>
<b>GRANT FUNDS</b>			<b>351.8</b>	<b>347.8</b>	<b>357.0</b>	<b>344.6</b>	<b>347.4</b>	<b>2.8</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>558.0</b>	<b>552.0</b>	<b>560.6</b>	<b>549.3</b>	<b>551.2</b>	<b>2.0</b>

<sup>a</sup> Position 080105 (1.0) FTE was transferred from section 400501 to 400801; Position 863265 was increased from 0.9 FTE to 1.0 FTE (change of 0.1) in FY17

<sup>b</sup> Vacant Position 862305 (Engineer B) was deleted for cost savings

### FTE Positions by Department



# Prime Accounts Health Services

## General Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
43 - Intergovernmental Revenues-State of		(1,701,607)	(954,016)	(1,112,331)	(1,572,700)	(1,132,000)
44 - Intergovernmental Revenues-Federal &		0	0	0	0	(405,000)
45 - Charges for Services		(1,512,623)	(1,423,898)	(1,113,197)	(1,480,066)	(1,187,216)
46 - Fines, Fees & Permits		(2,155,158)	(2,065,224)	(1,736,540)	(2,130,000)	(1,933,500)
47 - Other Revenue		(22,219)	(28,949)	(21,893)	(15,000)	(5,000)
<b>Revenue</b>		<b>(5,391,606)</b>	<b>(4,472,087)</b>	<b>(3,983,960)</b>	<b>(5,197,766)</b>	<b>(4,662,716)</b>
51 - Salaries-Regular Pay		6,288,912	6,068,576	6,096,935	7,226,814	7,294,641
52 - Salaries-Other Compensation		121,578	92,766	63,907	153,979	153,446
55 - Fringe Benefits		2,441,153	2,542,920	2,433,075	2,645,949	2,836,684
56 - Vacancy Savings		0	0	0	(749,714)	(902,407)
Salaries & Fringe Benefits		8,851,643	8,704,262	8,593,917	9,277,028	9,382,364
60 - Supplies & Materials		518,315	685,034	818,751	776,624	674,234
64 - Services & Other Expenses		263,494	252,649	410,489	534,213	602,881
66 - Professional & Contracted Services		14,192,637	15,122,304	15,011,402	15,909,306	16,118,579
67 - Rent, Utilities & Maintenance		976,029	967,935	959,294	1,041,838	1,027,873
68 - Interfund Services		(1,105,912)	(833,407)	(729,649)	(730,576)	(520,149)
70 - Capital Asset Acquisitions		0	0	56,885	56,000	17,000
Operating & Maintenance		14,844,563	16,194,516	16,527,172	17,587,405	17,920,418
95 - Contingencies & Restrictions		0	0	0	(273,000)	0
Contingencies & Restrictions		0	0	0	(273,000)	0
<b>Expenditures</b>		<b>23,696,207</b>	<b>24,898,777</b>	<b>25,121,089</b>	<b>26,591,433</b>	<b>27,302,782</b>
99 - Planned Use of Fund Balances		0	0	0	(47,075)	0
Planned Fund Balance Change		0	0	0	(47,075)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(47,075)</b>	<b>0</b>
96 - Operating Transfers In		(1,315,779)	(1,266,560)	(1,205,185)	(1,477,900)	(1,319,200)
Operating Transfers In		(1,315,779)	(1,266,560)	(1,205,185)	(1,477,900)	(1,319,200)
98 - Operating Transfers Out		2,178,113	2,093,104	1,885,955	2,367,868	2,356,920
Operating Transfers Out		2,178,113	2,093,104	1,885,955	2,367,868	2,356,920
<b>Net Transfers</b>		<b>862,334</b>	<b>826,544</b>	<b>680,770</b>	<b>889,968</b>	<b>1,037,720</b>
<b>Health Services Total</b>		<b>19,166,934</b>	<b>21,253,234</b>	<b>21,817,898</b>	<b>22,236,560</b>	<b>23,677,786</b>

The Division of Health Services administers multiple grants received either directly from the Federal Government, or through the State of Tennessee in the areas of:

- ***Emergency Preparedness and Response*** – Designed to improve emergency preparedness and response capabilities related to bioterrorism, outbreaks of infectious disease and other public health threats and emergencies.
- ***Pollution Control*** – Includes Air Emission Fees programs designed to monitor ambient air quality, examine trends in air quality and ensure air quality by enforcing all local, state and federal air emission regulations, through the operation of the Title V Operating Permit Program, and Congestion Mitigation Air Quality programs designed to fund transportation projects or programs that will contribute to attainment of the national ambient air quality standards for ozone, carbon monoxide and particulate matter.
- ***Community Health Services*** – Provides direct community-based services, case management and outreach to address health needs of vulnerable populations and provide prevention-oriented health education and service with a major emphasis on improvement of maternal and child health and chronic disease prevention. These programs include Childhood Lead Poisoning Prevention, Children Special Services, Community Health Nursing, Healthy Start Initiative, Child Safety Seat Program, Health Promotion, Tobacco Use Prevention, and Breast and Cervical Cancer screening and referral.
- ***Infectious Disease Control and Population based Services*** — Services include HIV/AIDS/STD Surveillance/Prevention and Case Management, Tuberculosis Control, Perinatal Hepatitis B Program, and infectious disease epidemiology.
- ***Clinical Services Programs*** – These are services performed in public health clinics that comprise the core clinical public health programs. Services include: Women, Infant and Children (WIC), Commodity Supplemental Food Program (CSFP), Early Periodic Screening Diagnosis and Treatment (EPSD&T or well-child exams), Tennercare Community Outreach, Immunization Services, including Vaccine for Children, School-Based Preventive Dental Care.

**Grant Program Detail for FY17****Health Services**

<b><u>FUND</u></b>	<b><u>GRANT NAME</u></b>	<b><u>AMOUNT</u></b>
<b><u>Department 4003: Health Services Admin &amp; Finance</u></b>		
248	2011 Floods FEMA/TEMA	\$ 61,657
747	State Grant In Aid - Administration	917,800
	<b>Department Total</b>	<b>\$ 979,457</b>
<b><u>Department 4004: Environmental Health Services</u></b>		
105	Air Pollution 7/1/16-9/30/16	\$ 143,738
106	Air Pollution 10/1/16-6/30/17	342,973
255	Medical Reserve Corps - Environmental Health Services	6,540
520	Rideshare Project - Air Quality Outreach	554,773
521	Rideshare Project - Air Quality Outreach 2017	268,531
648	Air Pollution Special Studies II	422,675
739	Special Air Pollution	130,000
	<b>Department Total</b>	<b>\$ 1,869,230</b>
<b><u>Department 4005: Personal Health Services</u></b>		
215	TENNdercare Outreach - Clinical Services	\$ 1,270,400
230	Centers for Disease Control (CDC) Childhood Lead Grant	203,300
231	Child Lead Poisoning	9,800
242	Fetal & Infant Mortality Review	646,400
250	Home Visiting Services	598,100
282	TDH Laboratory & Bioterrorism	194,718
295	City Courts Child Safety Seat	47,071
328	City Lead Grant Program	204,596
345	Women, Infant & Children Program (WIC) - Clinical Services	1,872,060
346	WIC - Clinical Services II	5,593,575
365	TennCare Early Periodic Screening & Diagnostic Testing (EPSD&T)	1,475,000
396	Human Immunodeficiency Virus (HIV) Case Management - 4/1/17-6/30/17	41,000
397	HIV Case Management - 7/1/16-3/31/17	123,000
415	TennCare Dental Prevention	728,066
424	HIV Prevention Pre-Exposure Prophylaxis (PrEP) Grant	237,882
425	HIV - State VD / Surveillance / Infertility - I	1,091,901
426	HIV - State VD / Surveillance / Infertility - II	1,050,551
430	Immunizations 7/1/16-12/31/16	318,500
431	Immunization 1/1/17-6/30/17	300,601
438	PHS-ID Programs	1,927,800
443	Ryan White - Minority AIDS Initiative	53,333
444	Ryan White - Minority AIDS Initiative	26,667
450	Ryan White - Part A	180,067
451	Ryan White - Part A	90,033
565	Family Planning	1,002,400
715	Children's Special Services	796,900
730	Breast & Cervical Cancer - Supplemental	125,000
734	Breast & Cervical Cancer - Supplemental II	10,000
	<b>Department Total</b>	<b>\$ 20,218,720</b>

**Grant Program Detail for FY17****Health Services**

<b><u>FUND</u></b>	<b><u>GRANT NAME</u></b>	<b><u>AMOUNT</u></b>
<b><u>Department 4006: Health Planning &amp; Promotion</u></b>		
167	Chronic Disease Mgmt	\$ 170,600
370	Tobacco Settlement Funds 2014	320,323
372	Tobacco Settlement Funds 2016	235,528
580	Health Risk Reduction - Community Development	114,401
610	Tobacco Risk - Community Development - 7/1/16-3/31/17	31,875
611	Tobacco Risk - Community Development - 4/1/17-6/30/17	10,625
		<b><u>\$ 883,351</u></b>
<b><u>Department 4008: Public Health</u></b>		
226	Teen Pregnancy Prevention	\$ 75,000
677	Public Health Preparedness (PHEPP) BASE	1,033,959
678	PHEPP - HEALTHCARE COALITION	449,082
679	CDC Prep Grant	152,090
836	Universal Nurse Home Visits 15	245,810
837	Universal Nurse Home Visits 16	230,418
	<b>Department Total</b>	<b><u>2,186,359</u></b>
	<b>DIVISION TOTAL</b>	<b><u>\$ 26,137,116</u></b>
Note: Grant Programs continuing into FY17 with use of prior year fund balance include -		
230	CDC Lead Grant	\$ 5,086
734	Breast & Cervical Cancer - Supplemental II	22,779
		<b><u>\$ 27,865</u></b>

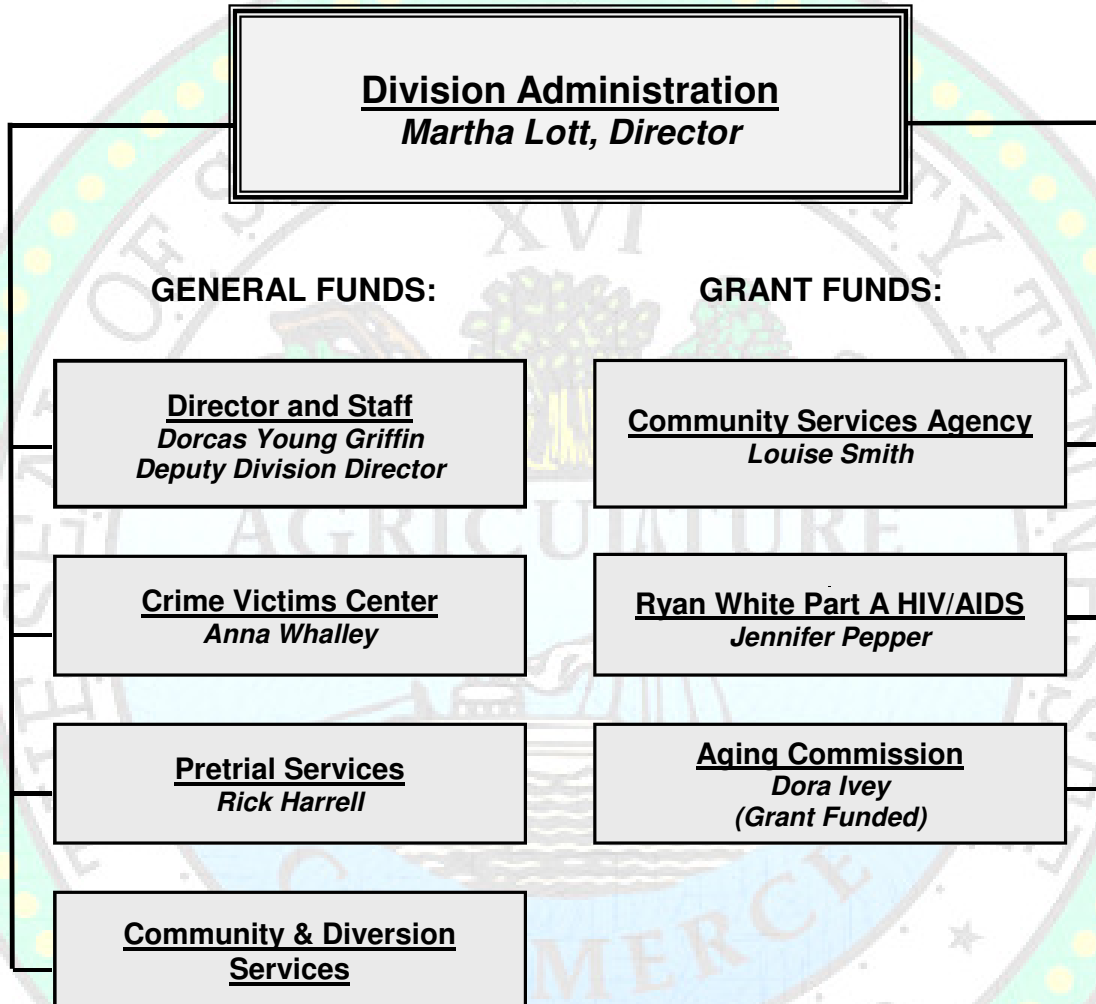
# **DIVISION OF COMMUNITY SERVICES**



## **FY17 PROPOSED BUDGET**

# COMMUNITY SERVICES

## Division Organizational Chart by Program





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**COMMUNITY SERVICES DIVISION***Martha Lott, Director***FY17 Budget Highlights****BUDGETARY ISSUES/TRENDS:**

- The majority of programs operated by the division of Community Services are grant-funded from federal and state sources rather than the county general fund. State and federal governments continue to limit funding, while our community continues to see an increased need for services to low-income and indigent individuals.
- Over 84% of the programs provided with General Fund dollars are directly related to the criminal justice system in providing programs for jail diversion and support for crime victims.

**GENERAL FUND**

<b>COMMUNITY SVCS</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(798,633)	(740,000)	(825,000)	(85,000)
Total Personnel	5,147,598	5,712,407	5,815,182	102,774
O&M	3,354,080	2,995,976	2,995,976	-
Net Transfers	170,877	128,676	127,090	(1,586)
<b>Net Operations</b>	<b>7,873,923</b>	<b>8,097,059</b>	<b>8,113,248</b>	<b>16,188</b>
<b>FTE Count</b>	<b>94</b>	<b>95</b>	<b>95</b>	<b>-</b>

**CHANGES TO MAJOR CATEGORIES:**

- Primary revenue source is State of TN reimbursements for rape exams performed and Pre-Trial Services program fees charged to clients; FY17 increased by \$85,000.
- No changes to FTE count for FY17; one position added last year for Nurse Practitioner.
- FY17 O&M budget is consistent with FY16 budget and \$358,000 below FY15 expenditures primarily due to Indirect Cost Allocations to Grants initiated in FY16.
- ***No increase requests.***

**GRANT FUNDS**

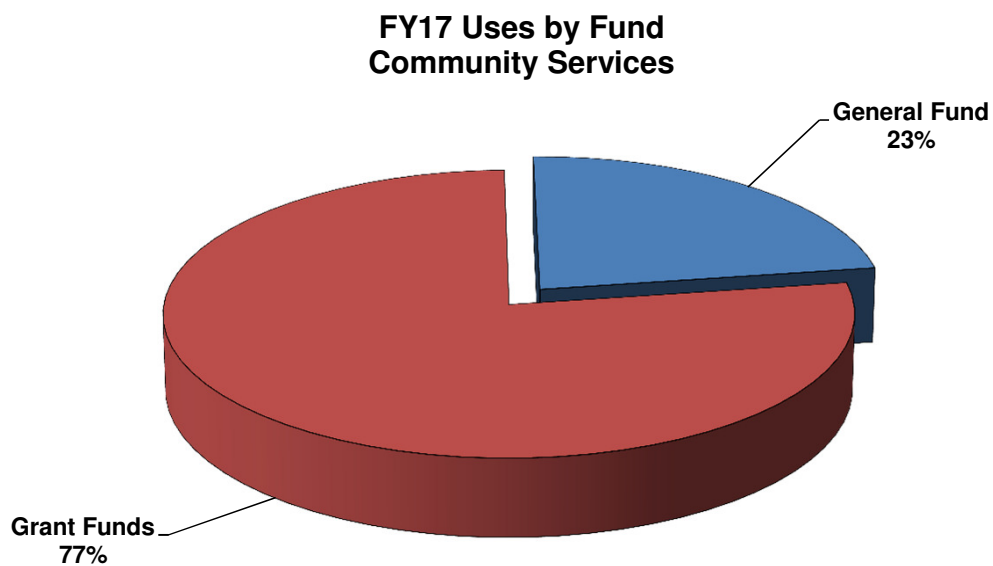
	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
<b>GRANTS</b>	27,979,120	32,010,009	30,041,136	(1,968,873)
<b>FTE Count</b>	118.0	112.4	111.0	(1.4)

- 77% of all programs provided by Community Services Division are funded by Federal and State grants.
- \$30 million in grant funding for FY17 includes:
  - \$11.6 million for CSA Low Income Energy Assistance, Utilities and Housing
  - \$8.0 million for Ryan White and HIV prevention programs
  - \$8.0 million for Aging programs

**Sources and Uses by Fund Type**  
**Community Services Division**

**All Funds**

<u>FUND NAME:</u>	FY17 SOURCES OF FUNDS			FY17 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
<b>GENERAL FUND</b> 010 - General Fund	(825,000)	-	-	8,811,158	127,090	8,113,248	23%
<b>GRANT FUNDS</b>	(30,041,136)	(127,090)	(78,433)	30,246,658	-	-	77%
<b>ALL FUNDS TOTAL</b>	(30,866,136)	(127,090)	(78,433)	39,057,816	127,090	8,113,248	100%



*Federal and State Grants are the primary funding source for the operations and programs of Community Services*

**Net Expenditures By  
Community Services Division**

**All Funds**

<b>Fund Dept</b>	<b>Dept Description</b>	<b>FY13 ACTUAL</b>	<b>FY14 ACTUAL</b>	<b>FY15 ACTUAL</b>	<b>FY16 AMENDED</b>	<b>FY17 PROPOSED</b>
<b>GENERAL FUND</b>						
010 4801	Director- Community Services	1,107,177	1,003,254	677,731	1,215,893	1,239,862
010 4804	Community & Diversion Services	2,291,762	2,535,750	2,519,586	2,070,000	2,070,000
010 4806	Crime Victims Center	861,283	1,004,767	1,017,159	1,090,975	1,078,010
010 4811	Pretrial Services	3,498,240	3,359,303	3,659,446	3,720,191	3,725,375
<b>GENERAL FUND TOTAL</b>		<b>7,758,463</b>	<b>7,903,074</b>	<b>7,873,923</b>	<b>8,097,059</b>	<b>8,113,248</b>
<b>GRANT FUNDS TOTAL</b>		(6,394,534)	615,945	1,309,038	-	-
<b>COMMUNITY SERVICE TOTAL</b>		<b>1,363,929</b>	<b>8,519,019</b>	<b>9,182,960</b>	<b>8,097,059</b>	<b>8,113,248</b>

*\*Includes all Sources and Uses of Funds*

## FTE Position Count Community Services

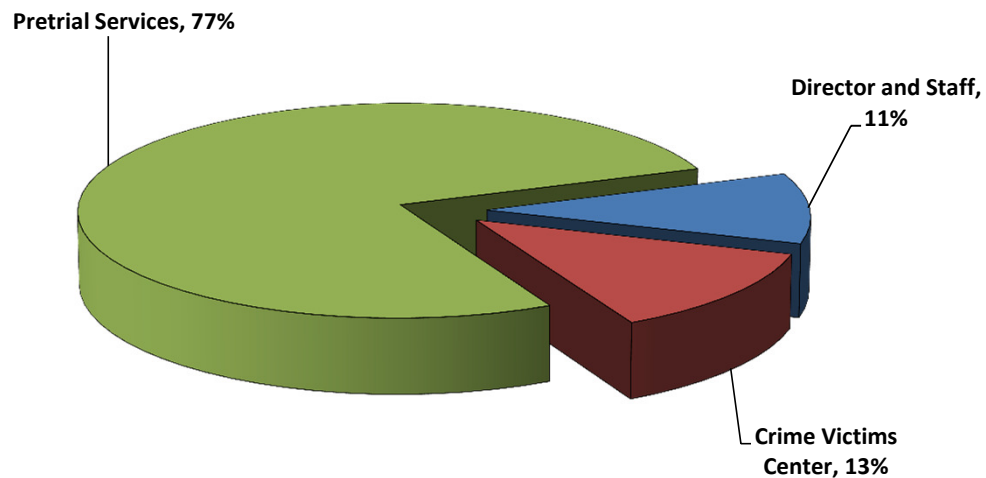
## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	4801	Director and Staff	8.0	8.0	8.0	10.0 a)	10.0	-
010	4806	Crime Victims Center	13.0	13.0	11.0	12.0 b)	12.0	-
010	4811	Pretrial Services	75.0	75.0	75.0	73.0 a)	73.0	-
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>96.0</b>	<b>96.0</b>	<b>94.0</b>	<b>95.0</b>	<b>95.0</b>	<b>-</b>
<b>GRANT FUNDS</b>			<b>584.0</b>	<b>568.3</b>	<b>117.7</b>	<b>112.4</b>	<b>111.0</b>	<b>(1.4)</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>680.0</b>	<b>664.3</b>	<b>211.7</b>	<b>207.4</b>	<b>206.0</b>	<b>(1.4)</b>

a) Reclassified two positions in Pretrial Services and moved to Director

b) Added 1 Nurse Practitioner (Increase Request)

## FTE Positions by Department



**Prime Accounts  
Community Services**

**General Fund**

<b>Acct</b>	<b>Description</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>
43 - Intergovernmental Revenues-State of		(366,540)	(259,600)	(355,375)	(350,000)	(375,000)
44 - Intergovernmental Revenues-Federal &		(57,859)	(35,130)	(58,700)	(65,000)	(65,000)
45 - Charges for Services		(303,369)	(292,885)	(262,613)	(200,000)	(260,000)
46 - Fines, Fees & Permits		(123,877)	(131,901)	(119,674)	(125,000)	(125,000)
47 - Other Revenue		(11,010)	(1,435)	(2,270)	0	0
<b>Revenue</b>		<b>(862,655)</b>	<b>(720,952)</b>	<b>(798,633)</b>	<b>(740,000)</b>	<b>(825,000)</b>
51 - Salaries-Regular Pay		3,816,891	3,634,386	3,651,278	4,264,916	4,326,571
52 - Salaries-Other Compensation		63,641	51,556	50,822	102,549	102,549
55 - Fringe Benefits		1,438,441	1,504,937	1,445,498	1,602,455	1,654,708
56 - Vacancy Savings		0	0	0	(257,513)	(268,646)
Salaries & Fringe Benefits		5,318,973	5,190,879	5,147,598	5,712,407	5,815,182
60 - Supplies & Materials		114,275	103,323	86,359	127,466	129,066
64 - Services & Other Expenses		149,141	96,484	77,970	117,776	133,776
66 - Professional & Contracted Services		2,112,665	2,759,249	2,984,186	2,772,485	2,750,146
67 - Rent, Utilities & Maintenance		129,649	129,590	122,142	130,110	130,110
68 - Interfund Services		141,879	144,581	25,282	(151,861)	(147,122)
70 - Capital Asset Acquisitions		0	0	58,141	0	0
Operating & Maintenance		2,647,609	3,233,227	3,354,080	2,995,976	2,995,976
<b>Expenditures</b>		<b>7,966,582</b>	<b>8,424,106</b>	<b>8,501,678</b>	<b>8,708,383</b>	<b>8,811,158</b>
96 - Operating Transfers In		(657,825)	0	(63,273)	0	0
Operating Transfers In		(657,825)	0	(63,273)	0	0
98 - Operating Transfers Out		1,312,361	199,920	234,150	128,676	127,090
Operating Transfers Out		1,312,361	199,920	234,150	128,676	127,090
<b>Net Transfers</b>		<b>654,536</b>	<b>199,920</b>	<b>170,877</b>	<b>128,676</b>	<b>127,090</b>
<b>Community Services Total</b>		<b>7,758,463</b>	<b>7,903,074</b>	<b>7,873,923</b>	<b>8,097,059</b>	<b>8,113,248</b>

**The Division of Community Services is largely funded through federal, state and local grants. Major initiatives include:**

***Early Childhood Programs***

- DOJ – Defending Childhood Initiatives – The purpose of this grant is to develop strategic plans for comprehensive community-based focus on preventing, addressing, reducing, and more fully understanding childhood exposure to violence.

***Community Services Agency***

- Weatherization Assistance - Grants include Community Service Block Grant programs and Low Income Home Energy Assistance Program (LIHEAP). Every year this department serves about 1,650 households assisting in cooling their homes in summer, and assists another 13,000 households keep warm in the winter.

***Community and Diversion Services***

- Mentally Ill Inmate Services – grant funds from the Tennessee Department of Mental Health and Developmental Disabilities to make community mental health services available to persistently mentally ill adults as an alternative to incarceration.
- Justice Assistance Grant – Grant provided by Department of Justice to contract with a technical assistance provider to coordinate criminal justice related mental health operations and provide a sub-award to the Memphis Police Department to implement criminal justice related programs.
- Mental Health Court – Grant provided by the TN Department of Mental Health and Substance Abuse Services to administer a Mental Health Court that combines judicial supervision with community mental health treatment and other support services.
- Tennessee Cooperative Agreement to Benefit Homeless Individuals (CABHI) – A partnership of Shelby County, the Community Alliance for the Homeless and Alliance Healthcare Services to provide mental health and substance abuse services to the homeless.
- Blueprint for Safety – A demonstration project to enhance and expand existing inter-governmental partnerships that address the needs of domestic violence victims.

***Ryan White Program***

- The Memphis Ryan White Program receives funds from the U.S. Department of Health and Human Services to provide for the medical and support care needs of over 2,000 low income, uninsured/underinsured individuals living with and affected by HIV/AIDS. The program is 100% grant funded and consists of Part A and Minority AIDS Initiative.

***Crime Victims Center***

- Victims of Crime Act Grant - The projects funded by this grant are the Rape Crisis Center, the Homicide Response Program, the Senior Victim Advocate and Domestic Violence Advocates. This grant provides for direct victim services including intake, crisis counseling, safety planning, law enforcement liaison, court support and accompaniment. VOCA funding comes from criminal fines and fees and does not include tax revenues.

***Aging Commission of the Mid-South***

- Grant funds from TN Commission on Aging and Disability provide a variety of services to individuals who are elderly in Shelby, Fayette, Lauderdale and Tipton counties including senior centers, health promotion, medication management, family caregiver support, home and community-based services, legal assistance, nutrition and prevention of elder abuse, neglect and exploitation.

# Grant Program Detail for FY17

# Community Services

<u>FUND</u>	<u>GRANT NAME</u>	<u>AMOUNT</u>
<b><u>Department 4801: Director Community Services</u></b>		
685	DOJ - Defending Childhood Initiatives	\$ 652,046
	<b>Department Total</b>	<b>\$ 652,046</b>
<b><u>Department 4802: Community Services Agency CSA</u></b>		
312	Community Service Block Grant	\$ 2,168,784
316	Low Income Home Energy Assistance 7/1/15-9/30/15	4,935,983
317	Low Income Home Energy Assistance 10/1/15-6/30/16	4,440,012
686	Home Emergency Services	22,050
750	Utilities Assistance - IBEW/Jonnie Dawson Charitable Foundation	32,000
	<b>Department Total</b>	<b>\$ 11,598,830</b>
<b><u>Department 4804: Community &amp; Diversion Services</u></b>		
150	Mentally Ill Inmate Services	\$ 259,308
195	Justice Assistance Grant	110,709
216	Mental Health Court	80,000
262	TN Cooperative Agreement to Benefit Homeless Individuals	510,000
464	Blueprint for Safety Grant	78,750
	<b>Department Total</b>	<b>\$ 1,038,767</b>
<b><u>Department 4805: Ryan White</u></b>		
443	Ryan White Minority AIDS Initiative 7/1/15-2/28/16	\$ 512,079
444	Ryan White Minority AIDS Initiative 3/1/16-6/30/16	256,040
450	Ryan White Part A 3/1/16-6/30/16	4,493,958
451	Ryan White Part A 7/1/15-2/28/16	2,247,431
771	HIV Prevention 7/1/15-12/31/15	253,690
774	HIV Prevention 1/1/16-6/30/16	253,690
	<b>Department Total</b>	<b>\$ 8,016,888</b>
<b><u>Department 4806: Crime Victims Center</u></b>		
193	Justice Assistance Grant 2014	\$ 52,762
276	Encourage Arrests - City of Memphis	87,668
302	TN VOCA Grant	508,360
408	Plough Foundation - Elder Abuse - Crime Victims	92,400
	<b>Department Total</b>	<b>\$ 741,190</b>
<b><u>Department 4817: Aging Commission of the Mid-South</u></b>		
408	Plough Foundation - Elder Abuse - Public Guardianship	\$ 97,500
410	Aging Program - Federal Funding	4,877,239
585	Aging Program - TN Commission on Aging and Disability	2,936,435
818	Public Guardianship Fees	82,241
	<b>Department Total</b>	<b>\$ 7,993,415</b>
<b>DIVISION TOTAL</b>		<b>\$ 30,041,136</b>

DOJ - Department of Justice

VOCA - Victims of Criminal Acts



# Prime Accounts Community Services

## Grant Funds

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
43 - Intergovernmental Revenues-State of		(27,432,816)	(22,349,896)	(18,350,174)	(21,649,660)	(20,881,016)
44 - Intergovernmental Revenues-Federal &		(37,947,723)	(30,890,819)	(9,522,885)	(10,142,321)	(8,889,769)
45 - Charges for Services		(3,118)	(3,118)	(1,559)	0	0
47 - Other Revenue		(10,657,853)	(6,510,500)	(104,503)	(239,191)	(270,350)
<b>Revenue</b>		<b>(76,041,511)</b>	<b>(59,754,334)</b>	<b>(27,979,120)</b>	<b>(32,031,172)</b>	<b>(30,041,136)</b>
51 - Salaries-Regular Pay		15,560,732	14,698,918	4,349,605	4,923,719	4,823,750
52 - Salaries-Other Compensation		369,875	432,251	99,782	55,224	49,524
55 - Fringe Benefits		6,633,514	6,675,012	1,764,467	1,897,971	1,851,997
56 - Vacancy Savings		0	0	0	(159,066)	(45,701)
Salaries & Fringe Benefits		22,564,121	21,806,181	6,213,855	6,717,847	6,679,570
60 - Supplies & Materials		2,348,701	1,566,327	168,990	318,501	209,271
64 - Services & Other Expenses		22,339,625	17,284,457	8,977,644	10,006,469	9,484,619
66 - Professional & Contracted Services		20,213,551	17,828,873	13,249,837	14,048,434	12,766,121
67 - Rent, Utilities & Maintenance		1,626,036	1,467,578	557,924	450,517	549,716
68 - Interfund Services		719,034	627,232	290,785	618,079	557,361
70 - Capital Asset Acquisitions		187,458	0	0	0	0
Operating & Maintenance		47,434,405	38,774,468	23,245,180	25,442,000	23,567,088
94 - Other Sources & Uses		(7,494)	(10,451)	0	0	0
Other Financing Sources		(7,494)	(10,451)	0	0	0
<b>Expenditures</b>		<b>69,991,032</b>	<b>60,570,199</b>	<b>29,459,035</b>	<b>32,159,847</b>	<b>30,246,658</b>
99 - Planned Use of Fund Balances		0	0	0	0	(78,433)
Planned Fund Balance Change		0	0	0	0	(78,433)
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(78,433)</b>
96 - Operating Transfers In		(1,335,816)	(352,751)	(234,150)	(128,676)	(127,090)
Operating Transfers In		(1,335,816)	(352,751)	(234,150)	(128,676)	(127,090)
98 - Operating Transfers Out		991,760	152,831	63,273	0	0
Operating Transfers Out		991,760	152,831	63,273	0	0
<b>Net Transfers</b>		<b>(344,056)</b>	<b>(199,920)</b>	<b>(170,877)</b>	<b>(128,676)</b>	<b>(127,090)</b>
<b>Community Services Total</b>		<b>(6,394,534)</b>	<b>615,945</b>	<b>1,309,038</b>	<b>0</b>	<b>0</b>

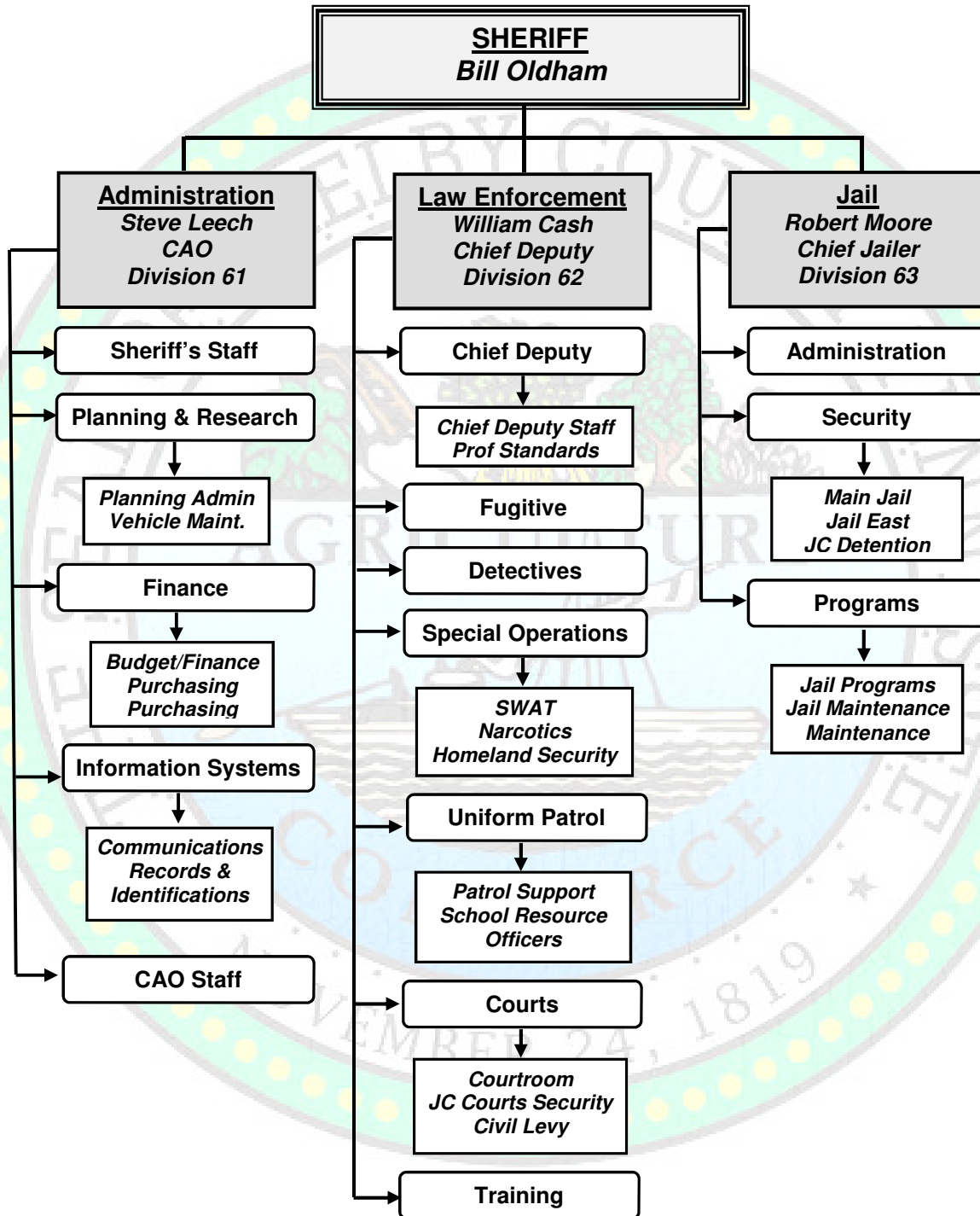
# **SHERIFF**



## **FY17 PROPOSED BUDGET**

# SHERIFF

## Division Organizational Chart by Program



**FY17 Budget Highlights****BUDGETARY ISSUES/TRENDS:**

- Develop a General Fund budget that lessens dependency on asset seizure funds in anticipation of potential changes in Federal and State funding support.
- Continue to aggressively pursue grant funding sources that support the objectives of the Sheriff's Office.
- Develop strategies for the use of technology in identifying preventive processes to decrease crime and to improve cost of operations.
- Provide funds for DOJ assessments and develop cost-effective programs to address Juvenile Detention and Jail East inmate care and education that will ultimately reduce the population.
- Adjust for recent legislation changes by the State of Tennessee that have increased inmate stays in the jail, requiring additional cost for inmate food and supplies.

**GENERAL FUND 031**

<b>SHERIFF</b>	<b>FY15 Actual</b>	<b>FY16 Budget</b>	<b>FY17 Proposed</b>	<b>Var</b>
Revenue	(5,584,601)	(5,170,500)	(5,058,500)	112,000
Total Personnel	138,272,851	144,542,741	148,181,807	3,639,066
O&M	18,299,292	20,473,583 *	20,217,194	(256,389)
Net Transfers	(60,436)	(118,701)	(118,316)	385
<b>Net Operations</b>	<b>150,927,106</b>	<b>159,727,123</b>	<b>163,222,185</b>	<b>3,495,062</b>
<b>FTE Count</b>	<b>1,965</b>	<b>2,080</b>	<b>2,080</b>	<b>-</b>

*\* Includes adjustments for carry-forwards and insurance recoveries*

**CHANGES TO MAJOR CATEGORIES:**

- Primary revenue sources include reimbursements from the State for services at the Jail (\$2.3M) and Fees & Permits allocated to the Sheriff through the court system (\$1.5M).
- Increase to Total Personnel of 2.5% reflects the salary raise and fringe rate increases.
- FTE increase of 115 positions in FY16 includes:
  - 108 FTE transferred from Juvenile Court (Detention and Security)
  - 12 new positions approved by Commission for Juvenile Court security
  - -5 net positions deleted in FY16 to fund reclassifications or replaced by temps
- O&M includes increases for expanded security guard service at several facilities (\$200,000) and food service cost due to jail population increase related to TCA changes in parole dates (\$330,000). Overall reduction reflects removal of budget approved in FY16 for non-recurring expenditures (\$454,123).

**INCREASE REQUESTS:**

- 1) \$3.3 million for 30 Sheriff Deputies with vehicles and equipment for additional staffing in Detectives, Fugitive, Professional Standards and Narcotics units.
- 2) \$1.2 million to fully fund a ten year replacement cycle for fleet vehicles. Cost to replace 10% of 750 total units @ \$26,000 = \$2 million per year; current budget provides \$800,000.

**FY17 Budget Highlights****TOTAL SPECIAL REVENUE FUNDS**

<b>SHERIFF</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Budget</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>Var</u></b>
Revenue	(2,206,966)	(2,191,000)	(2,208,000)	(17,000)
Overtime Pay/Fringe	366,659	370,000	378,000	8,000
O&M	1,636,618	2,188,056 *	1,511,260	(676,796)
Capital Assets	637,176	1,394,166	675,000	(719,166)
Use of Fund Balance	-	(1,761,222)	(356,260)	1,404,962
<b>Net Operations</b>	<b><u>433,487</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>

**DUI VEHICLE SEIZURES – FUND 088**

This fund was created in FY14 to account for the revenue derived from the sale of vehicles forfeited as a result of second and subsequent DUI violations. The funds are used to cover the cost of towing and storage of the seized vehicles. Excess funds above expenses will be transmitted to the State of Tennessee Department of Mental Health and Substance Abuse Services.

- ***Annual revenue is about \$20,000; Fund balance is \$30,000.***

**SHERIFF ALERT FUND – FUND 089**

The Sheriff's Office receives, consistent with due process of law, property acquired and accumulated as a result of criminal offenses, other than those drug-related reported in funds 090 and 091. The proceeds are used to fund further law enforcement efforts. Funds may be used for any law enforcement effort except that these funds may not be used to supplement salaries of any public employee or law enforcement officer.

- ***Annual revenue averages about \$60,000; Fund Balance is \$174,200***

**SHERIFF NARCOTICS-FEDERAL FUNDS / STATE – FUND 090 / 091**

The State and Federal Narcotics Funds are used to account for funds received in joint efforts with federal, state or other local authorities from the seizure and forfeiture of property related to certain drug cases. The use of the funds is restricted under federal guidelines for prescribed programs or activities, including drug investigations enforcement and certain nonrecurring purposes. This unit is responsible for conducting operations that result in the arrest of drug dealers on the street as well as the execution of search warrants where drug dealers live, store, and sell narcotics.

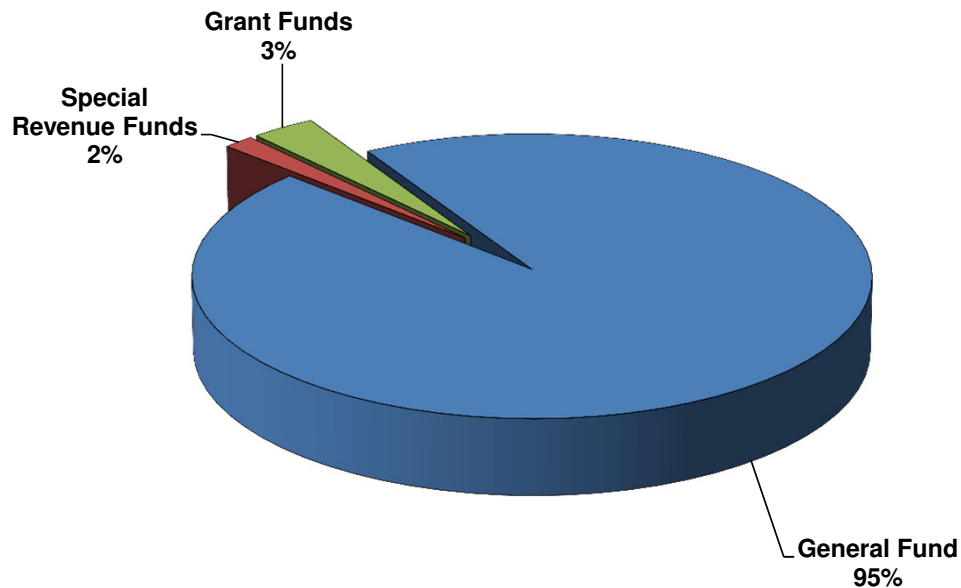
- ***Combined annual revenue is about \$2 million***
- ***Fund balance is \$1.6 million, with Planned Use of Fund Balance for FY17 of \$350K.***

**Sources and Uses by Fund Type  
Sheriff Summary**

**All Funds**

<b><u>FUND NAME:</u></b>	<b>FY17 SOURCES OF FUNDS</b>			<b>FY17 USES OF FUNDS</b>		<b>NET OPERATIONS</b>	
	<b>REVENUE</b>	<b>TRANSFERS IN</b>	<b>FUND BALANCE</b>	<b>EXPENSES</b>	<b>TRANSFERS OUT</b>	<b>NET TOTAL</b>	<b>% of Total</b>
<b>GENERAL FUND</b>							
031 - Sheriff	(5,058,500)	(131,481)	-	168,399,001	13,165	163,222,185	95%
<b>SPECIAL REVENUE FUNDS</b>							
088 - SCSO DUI Vehicle Seizures	(30,000)	-	-	30,000	-	-	0%
089 - ALERT Fund	(120,000)	-	(6,560)	126,560	-	-	0%
090 - Sheriff Narcotics Federal	(502,000)	-	-	502,000	-	-	0%
091 - Sheriff Narcotics State	(1,556,000)	-	(349,700)	1,905,700	-	-	1%
<b>TOTAL SPECIAL REVENUE</b>	(2,208,000)	-	(356,260)	2,564,260	-	-	2%
<b>GRANT FUNDS</b>	(5,711,941)	(13,165)	-	5,593,625	131,481	-	3%
<b>ALL FUNDS TOTAL</b>	(12,978,441)	(144,646)	(356,260)	176,556,886	144,646	163,222,185	100%

**FY17 Uses by Fund**



*The primary source of funding for the operations of the Sheriff's Office is the General Fund.*

# Net Expenditures by Department Sheriff

## All Funds

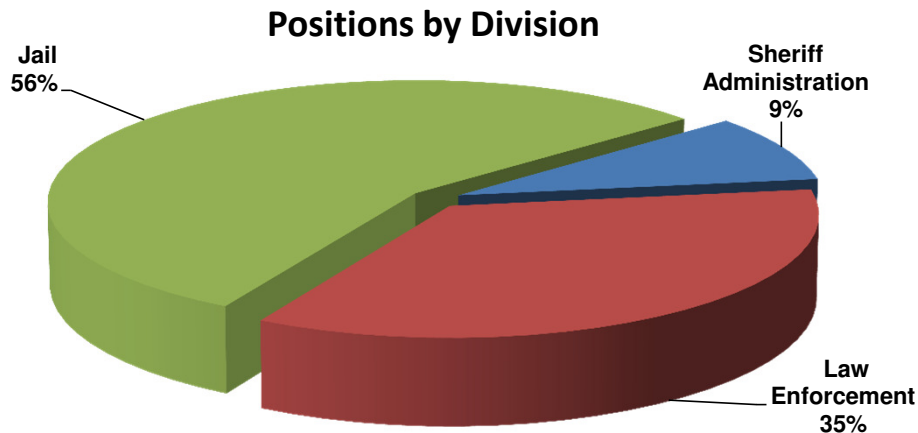
Fund	Dept	Dept Description	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
GENERAL FUND							
031	6101	Sheriff's Staff	754,578	1,040,717	1,211,299	956,136	985,547
031	6102	Planning Administration	4,210,205	4,056,618	3,871,539	4,414,080	4,321,298
031	6104	Budget & Finance	2,366,829	1,934,877	1,700,390	1,925,419	1,696,762
031	6105	Information Systems	10,325,361	10,183,592	9,995,669	11,369,309	11,445,847
031	6109	CAO Staff	714,029	711,872	708,560	(9,029,977)	(9,379,190)
031	6201	Chief Deputy Staff	1,510,991	1,736,381	1,782,095	2,060,818	1,837,542
031	6202	Fugitive	6,284,836	6,329,211	6,458,506	6,634,286	6,827,732
031	6203	Detectives	4,062,312	4,594,479	4,372,296	4,508,646	4,672,337
031	6204	SWAT	10,666,722	11,210,754	11,963,886	9,049,573	9,353,987
031	6205	Uniform Patrol	18,724,521	21,080,438	20,829,357	22,267,452	23,007,635
031	6206	Courts	10,537,217	10,447,613	10,505,063	17,552,002	18,102,812
031	6208	Training	2,881,745	3,211,798	3,633,701	3,012,936	3,075,821
031	6301	Jail Administration	6,885,410	8,081,132	8,099,515	8,176,110	8,349,490
031	6302	Jail Operations	60,011,055	61,494,394	61,927,375	72,726,341	74,797,969
031	6303	Jail Programs	3,892,632	3,770,369	3,867,854	4,103,992	4,126,598
GENERAL FUND TOTAL			143,828,443	149,884,243	150,927,105	159,727,123	163,222,185
SPECIAL REVENUE FUND							
088	6204	DUI Vehicle Seizures	-	(6,114)	0	-	-
089	6203	Sheriff Alert Fund	(57,059)	40,444	81,610	-	-
090	6204	Narcotics - Federal Fund	2,356,975	370,069	(109,706)	-	-
091	6204	Narcotics - State Fund	468,291	1,071,127	467,920	-	-
097	6204	SCSO DUI Blood Tests	-	-	(6,337)	-	-
SPECIAL REVENUE FUND TOTAL			2,768,208	1,475,527	433,487	-	-
GRANT FUNDS TOTAL			(719,734)	17,688	4,625,874	(0)	(0)
SHERIFF TOTAL BY DEPARTMENT			145,876,917	151,377,458	155,986,466	159,727,122	163,222,185
DIVISIONS - ALL FUNDS							
61	Sheriff Administration Total		18,271,952	17,927,670	22,075,292	9,634,966	9,070,263
62	Law Enforcement Total		56,830,695	60,103,893	60,016,430	65,085,713	66,877,865
63	Jail Total		70,774,271	73,345,895	73,894,744	85,006,443	87,274,057
SHERIFF TOTALS BY DIVISION			145,876,917	151,377,458	155,986,466	159,727,122	163,222,185

## FTE Position Count Sheriff

## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
031	6101	Sheriff's Staff	11.0	10.0	11.0	10.0	10.0	-
031	6102	Planning Administration	13.0	13.0	14.0	14.0	14.0	-
031	6104	Budget & Finance	10.0	10.0	10.0	10.0	10.0	-
031	6105	Information Systems	153.0	152.0	152.0	148.0	148.0	-
031	6109	CAO Staff	6.0	5.0	4.0	4.0	4.0	-
031	6201	Chief Deputy Staff	41.0	41.0	40.0	40.0	40.0	-
031	6202	Fugitive	83.0	80.0	77.0	82.0	82.0	-
031	6203	Detectives	45.0	47.0	51.0	48.0	48.0	-
031	6204	SWAT	118.0	113.0	114.0	106.0	106.0	-
031	6205	Uniform Patrol	235.8	259.3	267.0	249.0	249.0	-
031	6206	Courts	138.0	120.0	111.0	177.0	177.0	-
031	6208	Training	29.0	30.0	31.0	30.0	30.0	-
031	6301	Jail Administration	25.0	29.0	28.0	28.0	28.0	-
031	6302	Jail Operations	1,021.0	1,011.0	998.0	1,077.0	1,077.0	-
031	6303	Jail Programs	59.0	57.0	57.0	57.0	57.0	-
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>1,987.8</b>	<b>1,977.3</b> <sup>c</sup>	<b>1,965.0</b> <sup>b</sup>	<b>2,080.0</b> <sup>a</sup>	<b>2,080.0</b>	<b>-</b>
031	61	Sheriff Administration	193.0	190.0	191.0	186.0	186.0	-
031	62	Law Enforcement	689.8	690.3	691.0	732.0	732.0	-
031	63	Jail	1,105.0	1,097.0	1,083.0	1,162.0	1,162.0	-
<b>GENERAL FUND POSITIONS BY DIV</b>			<b>1,987.8</b>	<b>1,977.3</b>	<b>1,965.0</b>	<b>2,080.0</b>	<b>2,080.0</b>	<b>-</b>
<b>GRANT FUNDS</b>			<b>1.0</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>1,988.8</b>	<b>1,977.3</b>	<b>1,965.0</b>	<b>2,081.0</b>	<b>2,081.0</b>	<b>-</b>

- a) FY16 - Added 9 Officers for Courtroom Security, 3 Officers for JC Building Security, transferred 85 staff JC Detention, transferred 23 Officers from JC Courtroom Security, during FY16 transferred 2 Officers back from other divisions, deleted 2 Clerical Specialists, 1 Court Officer and 1 Corrections Deputy.  
Deleted 2 Corrections Deputies and 1 Support Tech to create Corrections temps.
- b) FY15 - Deleted 3 Clerical Specialists and 7 Corrections Officers; added 2 officers for Environmental Court expansion, deleted 4 Corrections Deputy during FY15. (Net -12)
- c) FY14 - Moved 2 positions to other divisions, 2 positions to Corrections Jail Laundry, converted 1 position to temporary, deleted 5 positions (net reduction of 10.5 FTE in FY14)





# Prime Accounts Sheriff Summary

## General Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
43 - Intergovernmental Revenues-State of		(3,277,154)	(2,411,917)	(2,250,557)	(2,385,000)	(2,265,000)
44 - Intergovernmental Revenues-Federal &		(1,055,587)	(606,596)	(545,865)	(725,000)	(575,000)
45 - Charges for Services		(1,062,324)	(1,153,050)	(1,207,422)	(677,500)	(688,000)
46 - Fines, Fees & Permits		(1,557,814)	(1,570,436)	(1,522,123)	(1,358,000)	(1,505,500)
47 - Other Revenue		(29,942)	(35,592)	(58,634)	(25,000)	(25,000)
<b>Revenue</b>		<b>(6,982,821)</b>	<b>(5,777,590)</b>	<b>(5,584,601)</b>	<b>(5,170,500)</b>	<b>(5,058,500)</b>
51 - Salaries-Regular Pay		84,744,314	85,764,749	88,449,846	103,361,975	105,457,423
52 - Salaries-Other Compensation		11,286,689	11,671,774	12,016,613	11,629,576	11,791,884
55 - Fringe Benefits		35,333,913	38,853,078	37,806,392	39,823,666	41,650,326
56 - Vacancy Savings		0	0	0	(10,272,476)	(10,717,826)
Salaries & Fringe Benefits		131,364,915	136,289,601	138,272,851	144,542,741	148,181,807
60 - Supplies & Materials		5,686,562	5,371,889	4,794,531	5,019,284	4,808,390
64 - Services & Other Expenses		1,291,227	1,226,689	1,190,025	1,336,721	1,152,505
66 - Professional & Contracted Services		7,061,925	7,228,947	7,268,003	8,399,739	9,067,250
67 - Rent, Utilities & Maintenance		3,538,575	3,723,180	3,322,469	3,566,998	3,396,628
68 - Interfund Services		504,978	996,058	855,646	796,608	768,608
70 - Capital Asset Acquisitions		1,402,572	891,585	891,701	1,603,042	1,023,813
Operating & Maintenance		19,485,839	19,438,348	18,322,375	20,722,392	20,217,194
94 - Other Sources & Uses		0	(83)	(23,083)	0	0
Other Financing Sources		0	(83)	(23,083)	0	0
<b>Expenditures</b>		<b>150,850,754</b>	<b>155,727,866</b>	<b>156,572,143</b>	<b>165,265,133</b>	<b>168,399,001</b>
99 - Planned Use of Fund Balances		0	0	0	(248,809)	0
Planned Fund Balance Change		0	0	0	(248,809)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(248,809)</b>	<b>0</b>
96 - Operating Transfers In		(92,375)	(140,277)	(73,538)	(131,481)	(131,481)
Operating Transfers In		(92,375)	(140,277)	(73,538)	(131,481)	(131,481)
98 - Operating Transfers Out		52,885	74,245	13,102	12,780	13,165
Operating Transfers Out		52,885	74,245	13,102	12,780	13,165
<b>Net Transfers</b>		<b>(39,489)</b>	<b>(66,032)</b>	<b>(60,436)</b>	<b>(118,701)</b>	<b>(118,316)</b>
<b>SUMMARY TOTAL</b>		<b>143,828,443</b>	<b>149,884,243</b>	<b>150,927,105</b>	<b>159,727,123</b>	<b>163,222,185</b>

The Shelby County Sheriff's Office works to provide grant funding to augment current law enforcement and jail operations. The detail provided below offers a brief summary of grants funds appropriated to this office. Grant revenue for FY17 is \$5.7 million, a reduction of \$1.7 million from prior year. Grants that have been reduced include the following:

- Fund 264 – 911 CAD System - \$1.2 million – timing of reimbursements.
- Fund 630 – Alcohol Enforcement - \$130K – grant ending during FY17.
- Fund 642 – Safety & Justice - \$150K – grant ended in FY16,

**Sheriff Administration**

- **911 CAD System** – Computer Aided Dispatch System (CAD) for Next Generation 911 (NG911), the new national standard. Funds have been provided by the Shelby County 9-1-1 District. This new system will be utilized by the Communication Centers for the Shelby County Sheriff's Office (SCSO) and the Shelby County Fire Department (SCFD). The NG911 system is faster, more resilient, accessible, and flexible. The system will allow 911 centers to keep up with the various forms of communication technology that are used by the public.
- **Justice Assistance Grant** – Provide active shooter simulation equipment for officers. Also provides funding for training to improve security at Juvenile Court (Law Enforcement Training Department).

**Law Enforcement**

- **Tennessee Governors Highway Safety Office Network Coordinator** – The Network Coordinator works with a network of other law enforcement and public service agencies in West Tennessee to increase public awareness of traffic and vehicle safety in an effort to decrease traffic related injuries and fatalities
- **Office of Criminal Justice Programs** – This grant provides funding to expand the Domestic Violence Team in the Fugitive Division.
- **High Intensity Drug Trafficking Area** - Funds allocated to Shelby County to disrupt the sale and transportation of illegal drugs and dismantle drug organizations.
- **Tennessee Governor's Highway Safety Office Alcohol Countermeasures** – Grant that allows the Metro DUI Unit to use overtime, training and equipment funds to conduct sobriety checkpoints, saturations and compliance checks throughout Shelby County with the goal of preventing and reducing crashes caused by impaired driving.
- **Multiple Violations** - The majority of this grant will provide overtime funds for the Shelby County Sheriff's Office to increase traffic enforcement activities and conduct traffic saturations with the goal of enhancing traffic safety and reducing vehicle related injuries and fatalities in Shelby County.

**Jail**

- **State Criminal Alien Assistance** – Provides federal payments to states and localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens.

**Grant Program Detail for FY17****Sheriff**

<b><u>FUND</u></b>	<b><u>GRANT NAME</u></b>	<b><u>AMOUNT</u></b>
<b><u>Department 6105: Information Systems</u></b>		
195	Justice Assistance Grant - Active Shooter Simulation	\$ 32,000
264	Next Generation 911 CAD System	5,133,265
	<b>Department Total</b>	<b>\$ 5,165,265</b>
<b><u>Department 6202: Fugitive</u></b>		
481	2016 OCJP STOP	\$ 39,495
	<b>Department Total</b>	<b>\$ 39,495</b>
<b><u>Department 6203: Detectives</u></b>		
476	Sheriff 2014 Encourage Arrests	\$ 18,360
	<b>Department Total</b>	<b>\$ 18,360</b>
<b><u>Department 6204: Special Operations</u></b>		
193	Justice Assistance Grant 2014	\$ 10,065
200	2016 OCJP JAG-MGU	65,468
400	HIDTA 2014	76,542
401	HIDTA 2015	69,581
	<b>Department Total</b>	<b>\$ 221,656</b>
<b><u>Department 6205: Uniform Patrol</u></b>		
630	Alcohol Enforcement 2016	\$ 71,444
650	FY16 GHSO Network Coordinator	7,849
	<b>Department Total</b>	<b>\$ 79,293</b>
<b><u>Department 6208: Training</u></b>		
195	Justice Assistance Grant -Juvenile Court security training	\$ 56,391
	<b>Department Total</b>	<b>\$ 56,391</b>
<b><u>Department 6301: Jail Administration</u></b>		
751	State Criminal Alien Assistance Program	\$ 131,481
	<b>Department Total</b>	<b>\$ 131,481</b>
<b>DIVISION TOTAL</b>		<b>\$ 5,711,941</b>

*CAD - Computer Aided Dispatch**GHSO = Governor's Highway Safety Office**HIDTA = High Intensity Drug Trafficking Areas**OCJP = Office of Criminal Justice Programs**MGU =Multi-Gang Unit*

**SHERIFF**  
**FY17 Budget Increase Request**

Description of Request	FTE	Salaries	O&M	Total
<b>1) <u>Fleet Vehicle Purchases</u></b>				
An increase to the General Fund is requested to supplement the amount previously funded through the Federal Equity share narcotics fund. With a fleet of about 750 vehicles, the Sheriff's Office requires the purchasing power to requisition about 75 fleet replacements per year. At an average cost of about \$26,000 per unit, the requested increase will allow for a budget of \$2 million to purchase 75 replacements per year and allow us to meet our 10% annual goal.			1,170,745	1,170,745
<b>TOTAL INCREASE THIS REQUEST</b>	<b>-</b>	<b>-</b>	<b>1,170,745</b>	<b>1,170,745</b>
<b>2) <u>Uniform Patrol - 30 Deputies with Vehicles and Equipment</u></b>				
<b>30 Deputy Sheriff positions</b>	30.0	2,283,161		2,283,161
<b>Vehicles and equipment for new deputies*</b>			1,029,700	1,029,700
This staff increase would be used to staff Detectives, Fugitive, Facility Security, Professional Standards and State Narcotics units. As we expanded our services to the schools, juvenile court detention, environmental courts, Metro Gang unit, the federal government is ending the Federal Narcotics Equity Share and State legislation to limit pleas deals and reduce bonds for felony cases, we have seen a substantial increase in demand for services to these units.				
<b>TOTAL INCREASE THIS REQUEST</b>	<b>30.0</b>	<b>2,283,161</b>	<b>1,029,700</b>	<b>3,312,861</b>
<b>TOTAL INCREASE REQUESTS FOR SHERIFF</b>	<b>30.0</b>	<b>\$ 2,283,161</b>	<b>\$ 2,200,445</b>	<b>\$ 4,483,606</b>

*\* Non-recurring costs - remove from FY18 budget*

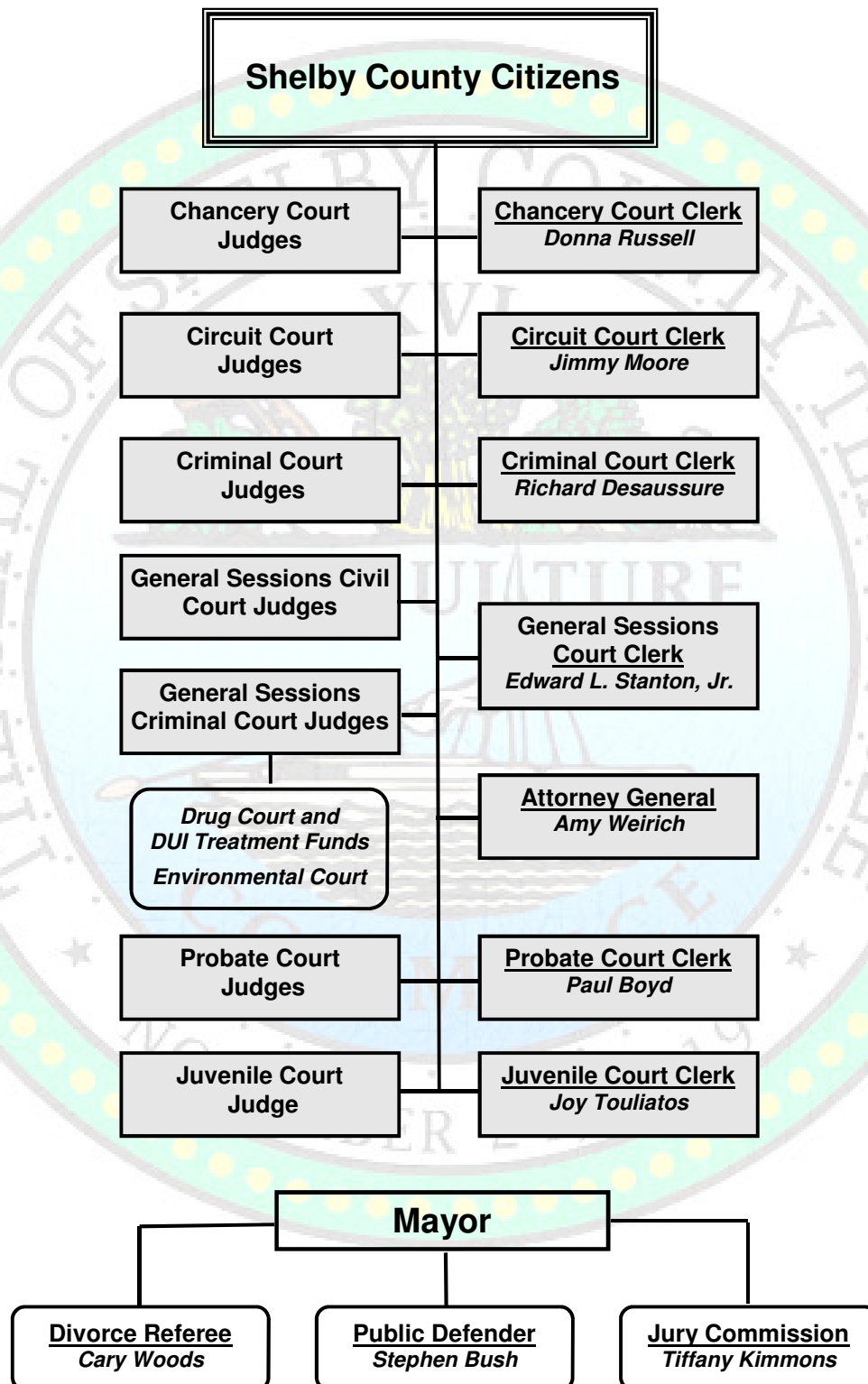
# **JUDICIAL DIVISION**



## **FY17 PROPOSED BUDGET**

# JUDICIAL

## Division Organizational Chart by Program





## CHANCERY COURT

### FY17 Budget Highlights

Donna Russell, Clerk and Master

#### **BUDGETARY ISSUES/TRENDS:**

- The Clerk and Master section of the budget serves as the principal administrative aide to the Chancery Court and provides assistance in the areas of courtroom administration and records management, e-filing, docket maintenance, revenue management including tax sales, and various other court-assisted duties. This office provides support for each of the three (3) Chancellors and law clerks.
- The Chancellors' section of the Chancery Court budget accounts for the salaries of law clerks hired to assist with case management and legal research. Salaries of the Chancellors are funded by the State of Tennessee.
- Effective January 1, 2016, the Clerk's Commission on Tax Sales changed from a previous statutory 10% Commission (capped at \$600) to a flat 3% on the sales price at tax sale. Absent a substantial increase in parcels sold to private individuals, this recent statutory revision is expected to negatively impact Chancery Court's revenue on commissions from tax sale. As more online tax sales are held, the impact of the statutory change to the revenue will become more evident.

#### **GENERAL FUND 032 – Judges and Clerk**

Chancery Court	FY15 Actual	FY16 Amended	FY17 Proposed	FY17-16 Var
Revenue	(3,479,842)	(3,151,000)	(2,795,000)	356,000
Salaries*	1,251,010	1,346,297	1,398,304	52,007
O&M	164,666	169,803	169,803	-
<b>Net Expenditures</b>	<b>(2,064,167)</b>	<b>(1,634,900)</b>	<b>(1,226,893)</b>	<b>408,007</b>
 FTE Count	 23.0	 22.5	 22.5	 -

*\*Salary expense includes reimbursement to Circuit Court for shared FTE.*

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue collected from fees has declined by about 30% (or \$1.2 million) over the past five years. The decrease is primarily attributable to:
  - Recent statutory changes lowering the percentage of commissions collected from tax sales and the loss of jurisdiction for workers' compensation cases.
  - The sunset of collection of court revenue related to child support and pre-flat fee court cost collection.
- The FY17 proposed revenue takes into consideration the projected decrease in commissions the Clerk's office will collect on tax sales.
- FY16 FTE count decrease of .5 reflects a correction to the status of an Attorney from full time to part time.
- Increase to personnel cost reflects 2% general increase and fringe benefits.
- No change to total O&M category; spending consistent with prior years.

#### **OTHER:**

- No other special revenue or grant funds; DP funds are recorded in the General Fund.
- **No Increase Requests for consideration.**



## CIRCUIT COURT

Jimmy Moore, Circuit Court Clerk

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

- The Clerk provides support for nine Circuit judges.
- Circuit Court Judges section accounts for the salaries of law clerks that are hired to handle complex legal research which expedites the processing of pending cases. Salaries of the Circuit Court Judges are funded by the state.

#### **GENERAL FUND 033 – Judges and Clerk**

<b>Circuit Court</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(2,769,187)	(3,059,000)	(2,748,000)	311,000
Salaries	2,366,944	2,483,973	2,491,435	7,462
O&M	255,395	287,574	287,574	-
<b>Net Expenditures</b>	<b>(146,848)</b>	<b>(287,453)</b>	<b>31,009</b>	<b>318,462</b>
<b>FTE Count</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>-</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue has declined by about 16% (\$500,000) over the past five years. Decrease is attributed primarily to continuing trend of reduced filings.
- FTE count unchanged at 40 positions
- Salaries include a reimbursement from Chancery Court for a shared FTE.
- No change to total O&M category; spending consistent with prior years.

#### **OTHER:**

- No other special revenue or grant funds; DP funds are recorded in the General Fund.
- **No Increase Requests for consideration.**





## CRIMINAL COURT

Richard Desaussure, Criminal Court Clerk

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

- Criminal Court Judges consists of ten (10) Criminal Judges that are state funded. The Judges hire six (6) law clerks on a part-time temporary basis to assist the judges with basic legal tasks.
- The Clerk's Office provides support for the Judges and prepares billings to the state, county, and defendants for costs. This office also collects amounts owed by the defendants and disburses the funds collected to the county agencies involved in the arrest and processing of the defendants.

#### **GENERAL FUND 034 – 7031 Clerk and Judges**

<b>Criminal Court</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(4,241,425)	(4,132,000)	(4,162,500)	(30,500)
Salaries	4,392,879	4,703,020	4,667,742	(35,278)
O&M	221,120	330,924	330,924	-
<b>Net Expenditures</b>	<b><u>372,574</u></b>	<b><u>901,944</u></b>	<b><u>836,166</u></b>	<b><u>(65,778)</u></b>
<b>FTE Count</b>	<b>83.0</b>	<b>83.0</b>	<b>83.0</b>	<b>-</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue trend has been fairly stable since FY13, with a small adjustment for FY17. Primary revenue source is the felony fee billed to State Department of Corrections for reimbursement of costs incurred for prosecution.
- FTE count unchanged at 83 positions.
- Personnel reduction reflects removal of salary budgets in excess of actual rates.
- O&M budget utilization at about 75% for current and prior years.

#### **GRANT FUNDS:**

- Grant funds of \$113,000 budgeted for Spanish Interpreters program with 2 FTE and 10% general fund match.

#### **SPECIAL REVENUE DP FUNDS:**

- Data Processing Fund has annual revenue of about \$20,000. Fund balance has doubled in past five years to current balance of \$135,000.

#### **Other:**

- No Increase Requests for consideration.



## GENERAL SESSIONS COURT CIVIL JUDGES

### FY17 Budget Highlights

*Administrative Judge Deborah M. Henderson*

#### **BUDGETARY ISSUES/TRENDS:**

The General Sessions Civil Court handles cases with a jurisdictional limit of \$25,000 and unlimited monetary jurisdiction for the recovery of property and rental amounts due under the terms and provisions of contracts. The Judges also preside over emergency mental commitment hearings under the Judicial Hospitalization Act.

- The General Sessions Civil Court consists of six (6) civil judges who preside over approximately 65,000 new cases annually.
- Judges and support staff are paid by the county.

#### **GENERAL FUND 035-704102**

##### **General Sessions Civil Court Judges**

	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(300,063)	(340,000)	(300,000)	40,000
Salaries	1,433,717	1,432,869	1,446,569	13,700
O&M	31,453	50,160	50,160	-
<b>Net Expenditures</b>	<b>1,165,107</b>	<b>1,143,029</b>	<b>1,196,729</b>	<b>53,700</b>

<b>FTE Count</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>
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#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue source is litigation taxes.
- FTE Count unchanged at 8 positions (6 judges and 2 support staff).
- All Judges received the State increase of .01%
- No change to total O&M category; spending consistent with prior year.

#### **INCREASE REQUEST:**

- Requesting 1 new temporary status Law Clerk Position at an annual cost of \$10,842

Justification: A law clerk is needed to assist the six Judges in the disposition of cases – many of which are complex and involve a number of legal issues that require research. The law clerk would coordinate cases referred to mediation, deliver documents to six divisions, and prep documents for court. This position would be filled on an annual, rotating basis by law students from the University of Memphis Law School and would not exceed 20 hours per week. The General Sessions Civil Judges do not have other law clerks assigned to them.



## GENERAL SESSIONS COURT CLERK

Edward L. Stanton, Jr., Clerk

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

- The General Sessions Court Clerk's Office provides courtroom clerks and maintains all records for six civil divisions, nine criminal divisions and for eight Judicial Commissioners in six locations.
- The Clerk's office operates on a 24/7 basis to create and process records for all persons booked into and released from the jail for all courts of Shelby County, including the collection and disbursement of fines and fees for local, state and federal regulatory agencies.

#### **GENERAL FUND 035 – Clerk**

<b>General Sessions Clerk</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(9,348,759)	(9,873,400)	(9,572,000)	301,400
Salaries	7,343,605	7,615,404	7,885,890	270,487
O&M	561,657	564,611	564,611	-
<b>Net Expenditures</b>	<b>(1,443,497)</b>	<b>(1,693,385)</b>	<b>(1,121,499)</b>	<b>571,887</b>

<b>FTE Count</b>	<b>149.0</b>	<b>149.0</b>	<b>149.0</b>	<b>-</b>
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#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue collected from Fines & Fees has remained stable over the past five years. The FY17 projected revenue is less than current year budget, but consistent with prior years.
- FTE count is unchanged at 149 positions.
- No change to total O&M category; spending consistent with prior year.

#### **SPECIAL REVENUE FUND 084 – Data Processing (DP) Fees:**

- Revenue collected for DP Fees averages about \$300,000 per year.
- Current DP fund balance = \$426,000 (Criminal and Civil Divisions)
- FY17 budget includes use of fund balance in the amount of \$313,000 for software maintenance related to the iCJIS systems. Continued payment of all technology expenses from the DP Fund may deplete available resources within the next several years. As a result, additional General Fund support may be necessary for computer related expenses in the future.

#### **INCREASE REQUEST:**

Revisions to TCA Codes effective July 1, 2016, authorized the establishment of payment plans to reinstate driver licenses previously revoked for nonpayment of fines. General Sessions has developed a Driver Assistance Program (DAP) to address the T.C.A. requirements on an ongoing basis and to clear the significant backlog of cases. This program will increase collection of fines and also help citizens regain driving privileges.

- Staffing of 3 full-time positions is for the DAP program and to support the proposed preliminary hearings courtroom (\$131,000).
- Temporary staff of 3 will assist with case management and records outside the courtroom (\$44,000).
- Expected increase to collected revenue of \$175,000 will offset the additional personnel costs.

**GENERAL SESSIONS COURT CLERK  
FY17 Budget Increase Request\***

Description of Request	FTE	Salaries	O&M	Total
<b><u>Implement Driver Assistance Program (DAP)</u></b>				
a) Three (3) full-time staff (2 Deputy Court Clerks; 1 Principal Court Clerk)	3	131,123		131,123
b) Three (3) temporary staff		43,908		43,908
c) <b>Projected revenue increase due to payment plan option</b>		<b>(175,031)</b>		<b>(175,031)</b>
<b>TOTAL INCREASE REQUEST FOR GENERAL SESSIONS CLERK</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>

According to the State of Tennessee, the revoke notifications issued by General Sessions are 22,939, which represents 14% of the state's revocations due to failure to pay the above mentioned costs and fines. Temporary employees (3 Temps \$43,908) will be needed to address the increased volume of customers requesting payment plans to have their licenses reinstated. General Sessions has developed a Driver Assistance Program (DAP) best practices which will address new TCA requirements and the following:

1. Establishing local standing order, which authorizes General Sessions to establish payment plans pursuant to T.C.A. 40-24-105 and 55-50-502.
2. Distinguishing between unwilling and unable to pay defendants
3. Establishing payment options and plans by heightening internal collection efforts to include programs which eliminate the risk of a defendant's license being suspended if they are on and maintain agreements of the payment plan.
4. Increase revenue to County due to the collection of fines/fees based on a payment plan option.

There will be a need for three (3) additional Court Clerks to manage the proposed court room for preliminary hearings. The courtroom will require staffing as a regular or traditional General Sessions courtroom, which would operate on the same principles and guidelines of the present 10 divisions. The Judicial Commissioners or Commissioner would handle all preliminary hearings rather than the sitting Judge for each Division of Court.

**\* Increase Requests have not been included in the Proposed Budget**



## **GENERAL SESSIONS COURT CRIMINAL JUDGES** *Judge Loyce Lambert-Ryan*

### **FY17 Budget Highlights**

#### **BUDGETARY ISSUES/TRENDS:**

The General Sessions Criminal Court handles 100,000 cases per year, including misdemeanors and preliminary hearings on felonies, traffic and environmental cases. The Court includes 9 Criminal Judges paid by the County, 8 Judicial Commissioners, 2.5 Environmental Court Referees and 8 support staff.

- Designated Courts established by Statute includes the Drug, Domestic Violence and Environmental Courts.
- Specialty Courts in this section include the Veterans and Mental Health Courts.

#### **GENERAL FUND 035 – General Sessions Criminal Judges**

	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(111,025)	(110,000)	(110,000)	-
Salaries	3,870,455	3,949,689	4,044,281	94,592
O&M	476,841	526,893	576,893	50,000
<b>Net Expenditures</b>	<b><u>4,236,271</u></b>	<b><u>4,366,582</u></b>	<b><u>4,511,174</u></b>	<b><u>144,592</u></b>
 <b>FTE Count</b>	 <b>28.8</b>	 <b>29.3</b>	 <b>29.3</b>	 <b>-</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue source is litigation taxes
- FTE count unchanged at 29.3 positions
- Personnel cost increase reflects 2% raise and fringe benefits.
- O&M budget increased by Administration by \$50,000 for furniture replacement.

#### **GRANT FUNDS:**

- Total Grant Revenue is \$933,000 for FY17, including ongoing Justice Assistance Grant Funds (JAG) for Drug Court and Veterans Court. Grants employ 2 FTE.

#### **SPECIAL REVENUE FUNDS:**

- Fund 94 for Veteran Treatment and Fund 95 for DUI Treatment account for a small amount of fines collected in accordance with Public Chapter No. 453 TCA-16-22-104 (under \$50,000 each).
- Fund 96 accounts for Drug Treatment Fees collected for operations of the Drug Court (about \$375,000 annually) with 5 FTE. Fund Balance = \$881,000, with \$225,000 used annually.
- Effective February 2016 Veterans Treatment Court fees collected pursuant to TCA -16-22-109 (Veterans Court receives funds on every drug case conviction pursuant to TCA-16-22-109)

#### **INCREASE REQUESTS = \$716,000 TOTAL**

- 1) \$228,000 to add two Judicial Commissioners – one full-time and one part-time position to meet the required duties, responsibilities and the workload of the courts.
- 2) \$212,000 to increase the salaries of 8 Judicial Commissioners by 23% from \$91,400 to \$112,400.
- 3) \$201,000 for Veteran's Court to fund 3 administrative positions - one new and two assumed from grants.
- 4) \$75,000 for Environmental Court to increase the salaries of the Referees by 20% from \$91,400 to \$110,000.

**General Sessions Criminal Court Judges  
FY17 Budget Increase Requests\***

Description of Request	FTE	Salaries	O&M	Total
<b><u>GENERAL SESSIONS CRIMINAL COURT JUDGES</u></b>				
<b>1) <u>Criminal Court - Add 1 FT and 1 PT Judicial Commissioners</u></b>				
a) One full-time Judicial Commissioner	1.0	149,575		149,575
b) One part-time Judicial Commissioner	0.5	78,663		78,663
These positions are necessary to fill in for other Judicial Commissioners taking annual or sick leave, attendance at continuing education seminars or to serve as special judge for an elected Judge when they are not available. This assures the public that a judicial officer will hear their matter. The new judicial commissioner will also serve to facilitate the specialty courts.				
<b>TOTAL INCREASE THIS REQUEST</b>	<b>1.5</b>	<b>228,238</b>	<b>-</b>	<b>228,238</b>
<b>2) <u>Criminal Court - Salary Increases for 8 Judicial Commissioners</u></b>				
The current annual salary for each judicial commissioner is \$91,399. We are requesting a 23% pay increase of \$21,015 each and a change in grade to class 59, the equivalent of the Juvenile Court Magistrate. We propose to place the Judicial Commissioner in the middle of the pay class at the amount of \$112,414. The basis of this request is the expansion of the Commissioners' responsibilities and workload. The Commissioners are now handling more hearings and other quasi-judicial functions for the General Sessions Criminal Court Judges.	-	212,105		212,105
<b>TOTAL INCREASE THIS REQUEST</b>	<b>-</b>	<b>212,105</b>	<b>-</b>	<b>212,105</b>
<b>3) <u>Veterans Court - Assume 2 Grant positions; Add 1 New Position</u></b>				
a) Over the course of the last two and a half years the number of Veterans served by the Shelby County Veterans Court has grown from approximately 20 to well over 100. During that time of exponential population growth, the types and extent of treatment needs have grown due to the complexity of the issues presented. Moving the two grant positions into the grant will allow more program funds for treatment. The new position is a clerical position needed to handle the additional workload of case management for more participants.	3.0	190,320		190,320
b) Additional Equipment and Travel for new positions.			10,700	10,700
<b>TOTAL INCREASE THIS REQUEST</b>	<b>3.0</b>	<b>190,320</b>	<b>10,700</b>	<b>201,020</b>
<b>4) <u>GS Environmental Court - Salary and O&amp;M Increases</u></b>				
a) Requesting a 20% increase for two FT and 1 PT referees (from \$91,399 to \$110,000) as equity to Juvenile Court referees. They are handling more case volume in court.		58,671		58,671
b) Requesting a 15% increase for Executive Secretary for increasing responsibilities.		7,963		7,963
c) Telecommunications increase needed for additional equipment and communications on the new 10th floor courtroom and office. Also, Security Equipment to include cameras, access control, and smart TV for video-conferencing with Skype to the Community Judges.			8,233	8,233
<b>TOTAL INCREASE THIS REQUEST</b>		<b>66,634</b>	<b>8,233</b>	<b>74,867</b>
<b>TOTAL REQUESTS FOR GENERAL SESSIONS CRIMINAL JUDGES</b>	<b>4.5</b>	<b>\$ 697,297</b>	<b>\$ 18,933</b>	<b>\$ 716,230</b>

\* Increase Requests have not been included in the Proposed Budget



## JUVENILE COURT JUDGES

### FY17 Budget Highlights

*Judge Dan Michaels*

#### **BUDGETARY ISSUES/TRENDS:**

- Implementation of the Department of Justice recommendations has required changes to services with significant budgetary impact over the past four fiscal years.
- Juvenile detention and court security services were assumed by the Sheriff effective July 1, 2015 (FY16) with a transfer of 90 FTE and \$6.2 million in personnel and operating budget.
- Building maintenance services will be assumed by Support Services effective July 1, 2016 (FY17) with a transfer of 5 FTE and \$600,000 in personnel and operating costs.

#### **General Fund 037 – 7061**

<b>Juvenile Court Judge</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(178,737)	(7,000)	(4,000)	3,000
Salaries	13,670,236	9,580,445	9,550,157	(30,288)
O&M	2,637,439	2,281,530	1,026,878	(1,254,652)
Net Transfers	(65,120)	(67,688)	(67,688)	-
<b>Net</b>	<b>16,063,818</b>	<b>11,787,287</b>	<b>10,505,347</b>	<b>(1,281,940)</b>
<b>FTE Count</b>	<b>222.7</b>	<b>136.7</b>	<b>131.7</b>	<b>(5)</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- FY17 FTE changes: Transferred 5 FTE transferred to Support Services for maintenance
- FY16 FTE changes: Added 3 positions as Increase Request related to the Evening Reporting  
Transferred 90 FTE to Sheriff for detention  
Transferred 1 position from CAO for temporary use as DOJ liaison  
Added 1 Magistrate added by Resolution (February 2016)  
Deleted 1 position to fund new hire
- 2% salary and fringe increase for FY17 offset by reduction for salaries transferred to Support Services
- O&M reduction of \$1.3 million for FY17 reflects:  
\$600,000 of maintenance expense items transferred to Support Services.  
\$650,000 of non-recurring maintenance items added by resolution for FY16 only.

#### **INCREASE REQUESTS = \$657,000 Total**

- 3.0 FTE with a salary increase of \$227,000 for Community Liaison, Custodial Supervisor, and Coordinator.
- O&M request of \$432,000 for various psychological assessment tools and services and support for detention alternative programs.

#### **GRANT FUNDS:**

- Total Grant Revenue is \$2.1 million for FY17, consistent with prior years. Primary grant is the State Title IV-D child support grant which accounts for over 80% of all grant revenue.
- Grants employ 18.3 FTE.

**Juvenile Court Judge  
FY17 Budget Increase Requests\***

Description of Request	FTE	Salaries	O&M	Total
<b>1) Administrative Services</b>				
a) Add one Community Coordinator position to serve as a liaison between the Court and the Community Partners (DOJ/JDAI recommendation).	1.0	104,797		104,797
b) Add one Custodial Supervisor B to replace the Facilities Manager position transferred to Support Services for building maintenance.	1.0	58,486		58,486
c) Annual Youth Assessment Screening License			8,000	8,000
d) Validation of 2 Decision Tools: YASI and The Graduated Sanctions Grid			60,000	60,000
e) Psychological assessment services on transfer requests from the DA's office as required by statute			179,700	179,700
f) Telephone Service			84,000	84,000
<b>Total this request</b>	<b>2.0</b>	<b>163,283</b>	<b>331,700</b>	<b>494,983</b>
<b>2) Children's Bureau - Add Coordinator position</b>				
Add one permanent full time Coordinator position to serve as a Case Expeditor. This position will help achieve the the goal of reducing the number of youth housed in the Detention Center, pending case hearing and disposition.	1.0	63,685		63,685
<b>Total this request</b>	<b>1.0</b>	<b>63,685</b>	<b>-</b>	<b>63,685</b>
<b>3) Detention Alternative Programs</b>				
a) Electronic monitoring services for Juvenile Alternative Initiative			55,000	55,000
b) Additional respite beds provided by Porter Leath at a per diem rate of \$90			25,000	25,000
c) Evening Reporting Center programs			20,000	20,000
<b>Total this request</b>	<b>0.0</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>
<b>TOTAL INCREASE REQUEST - JUVENILE COURT JUDGE</b>	<b>3.0</b>	<b>\$ 226,968</b>	<b>\$ 431,700</b>	<b>\$ 658,668</b>

\* Increase Requests have not been included in the Proposed Budget





## JUVENILE COURT CLERK

Joy Touliatos, Court Clerk

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

The Juvenile Court Clerk files all official documents for the Shelby County Juvenile Court and maintains the official court docket and journal.

Responsibility for providing security for the courtrooms, building and parking lot was transferred to the Sheriff effective 7/1/15, along with the related budget and staff.

#### **General Fund 037 - 7071**

<b>Juvenile Court Clerk</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(1,135,794)	(1,250,000)	(1,200,000)	50,000
Salaries	4,442,539	3,334,107	3,370,654	36,547
O&M	365,813	431,182	386,895	(44,287)
Net Transfers	235,319	285,818	300,493	14,675
<b>Net</b>	<b><u>3,907,877</u></b>	<b><u>2,801,107</u></b>	<b><u>2,858,042</u></b>	<b><u>56,935</u></b>
<b>FTE Count</b>	<b>81</b>	<b>58</b>	<b>58</b>	<b>-</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue sources include:
  - State reimbursement for services provided under the IV-D Child Support contract at \$700,000
  - Fines & Fees levied against defendants; court costs associated with juvenile and adult proceedings - \$500,000
- FY16 FTE changes: Transferred 23 positions to Sheriff for juvenile court security
- O&M reduction of \$44,287 for FY17 is mainly for a transfer of the utilities budget to Support Services.

#### **INCREASE REQUEST = \$192,000**

- Requesting four (4) new full time permanent positions (2 Minutes Clerks and 2 Deputy Court Clerks) to support additional dockets to be added by the Juvenile Court Administration. Additional space will also be needed.

#### **GRANT FUNDS:**

- Title IV-D Child Support Program is the only grant under this section and the total revenue is \$650,000 for FY17, with a net transfer from the General fund of \$301,000.
- This Grant employs 15 FTE.



**PUBLIC DEFENDER**  
**FY17 Budget Highlights**

*Stephen Bush, Chief Public Defender*

**BUDGETARY ISSUES/TRENDS:**

The Public Defender (PD) is working to optimize defense services in the face of budget constraints at the state and local level. Given that Memphis is one of the poorest urban centers in America the PD faces a daily challenge of reconciling workload with limited resources within the adult defender system. Additionally, the PD is working to maximize resources allocated for juvenile defense in order to build adequate capacity to achieve substantial compliance with the DOJ agreement.

**GENERAL FUND 010**

<b>Public Defender</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(5,051,179)	(5,261,700)	(5,261,700)	-
Salaries	10,840,516	11,923,215	11,778,186	(145,029)
O&M	764,791	684,871	684,871	-
<b>Net</b>	<b><u>6,554,128</u></b>	<b><u>7,346,386</u></b>	<b><u>7,201,357</u></b>	<b><u>(145,029)</u></b>
 <b>FTE Count</b>	 <b>124.0</b>	 <b>130.0</b>	 <b>130.0</b>	 <b>-</b>

**CHANGES TO MAJOR CATEGORIES:**

- Revenue sources include:
  - State of Tennessee reimbursement, which accounts for 40% of the overall Public Defender budget
  - Indigent Defense services for courts within the Shelby County Criminal Justice Center and municipal courts of Bartlett, Collierville, Germantown, and Millington.
  - FY17 budgeted revenue is consistent with prior years.
- FTE count unchanged at 130 positions for FY17. Six positions were added by the Commission in FY16 to meet service capacity needs for juvenile defense. Since FY12 the staff has increased by 40 to achieve compliance with the Department of Justice requirements for Juvenile Defense.
- Reduction to the salary category reflects increase to Vacancy Savings credit and removal of salary budgets for attorneys in excess of actual rate. Renovations to the 4<sup>th</sup> Floor of 150 Washington are in progress to provide more space for the expanded staff.
- No change to total O&M category; non-recurring budget for passenger vehicle removed in FY16

**GRANT FUNDS:**

- Plan to use the Justice Assistance Grant (JAG) funds budgeted in FY17 (\$200K) for the University of Memphis Children's Defense Clinic to support efforts of meeting juvenile defense obligations required by the DOJ agreement.

**OTHER:**

- No Increase Requests received for consideration.



# ATTORNEY GENERAL

## FY17 Budget Highlights

Amy Weirich, Attorney General

### **BUDGETARY ISSUES/TRENDS:**

- Shelby County provides 51% of the District Attorney General's annual budget; 41% is funded by the State, with the remaining 8% funded from a data processing service fees fund and an escrow property account fund.
- Equalization of County and State salary scale for attorneys is currently under review.
- Caseload is expected to increase substantially due to processing of the backlog of sexual assault kits.
- The implementation of body worn and in-car camera videos will result in the need for additional staff, equipment and technology.
- Four positions have been added in the past three years for caseload management.

### **GENERAL FUND 038 - 7090**

<b>Attorney General</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(76,931)	(98,500)	-	98,500
Salaries	9,557,340	9,817,856	9,699,829	(118,027)
O&M	253,912	300,498	300,498	-
Net Transfers	1,431	2,404	-	(2,404)
<b>Net Expenditures</b>	<b><u>9,735,752</u></b>	<b><u>10,022,258</u></b>	<b><u>10,000,327</u></b>	<b><u>(21,931)</u></b>
<b>FTE Count</b>	<b>109.0</b>	<b>111.0</b>	<b>109.2</b>	<b>(1.8)</b>

### **CHANGES TO MAJOR CATEGORIES:**

- Reductions to the Revenue and Salary categories are related:
  - 100% of the cost and revenue reimbursement for one position was moved from the General Fund to a Grant Fund (\$98,500 - Drug Enforcement Agency Task Force)
  - 80% of the cost and offsetting salary reimbursement for another position was moved from the General Fund to the VOCA Grant; remaining 20% funded by General Fund in accordance with the Victims of Crime Act agreement.
- These reclassifications from General Fund to grants reduced FTE count by 1.8
- No change to total O&M category; spending consistent with prior year.

### **INCREASE REQUESTS = \$2.2 million**

1. Staffing and equipment for increased caseload: \$778,000
2. Body/Vehicle Camera Video Processing: \$1.2 Million
3. Assume Multi Agency Gang Unit grant positions: 2 FTE \$142,000
4. Expand Truancy Reduction Program: \$60,000
5. Computers and Operational Services: O&M \$52,000

### **GRANT FUNDS:**

Total Grant Revenue is \$888,000 for FY17; changes include:

- Fund 192 will not continue in FY17
- Fund 477 new for FY17 established per the DEA Agreement
- Fund 307 new for FY17 established per the VOCA Agreement

**Attorney General**  
**FY17 Budget Increase Request<sup>1</sup>**

Description of Request	FTE	Salaries	O&M	Total
<b>1) Add 10 FTE for Increased Caseload</b>				
The number of cases handled by this office continues to increase. The work we do geared toward prevention and intervention is increasing. The Office will need attorneys, victim/witness coordinators and a paralegal to handle the increased case load.				
a) 4 Attorneys	4	338,245		338,245
b) 5 Victim Witness Coordinators	5	310,003		310,003
c) 1 Paralegal	1	74,617		74,617
d) Computers, Furnishings, Publications, Telecom			55,329	55,329 <sup>2</sup>
<b>TOTAL INCREASE THIS REQUEST</b>	<b>10</b>	<b>722,865</b>	<b>55,329</b>	<b>778,194</b>
<b>2) Add 15 Paralegals for Body/Vehicle Camera Video Processing</b>				
The Memphis Police Department is preparing for the use of body worn and in car cameras. When fully implemented, we estimate that 52,000 hours of video will need to be reviewed, categorized and managed to comply with our legal and ethical responsibilities. We will need additional staff to handle the video processing.				
a) Add 15 Paralegals	15	1,119,254		1,119,254
b) Computers, Furnishings, Publications, Telecom			85,000	85,000 <sup>2</sup>
<b>TOTAL INCREASE THIS REQUEST</b>	<b>15</b>	<b>1,119,254</b>	<b>85,000</b>	<b>1,204,254</b>
<b>3) Add 2 FTE to assume Multi Agency Gang Unit grant positions</b>				
The Multi Agency Gang Unit has two legal investigator positions funded by a grant. The grant is expiring at the end of FY 2016. Without these positions, the enforcement, prevention and intervention work we do in the area of gangs, will be severely hindered.				
a) Add 2 Legal Investigators	2	141,664	83	141,747
<b>TOTAL INCREASE THIS REQUEST</b>	<b>2</b>	<b>141,664</b>	<b>83</b>	<b>141,747</b>
<b>4) Add 1 FTE to expand Truancy Reduction Program</b>				
The District Attorney General's Office operates a mentoring-based truancy reduction program in Memphis middle schools. Case Advocates are assigned to specific middle schools. They serve as a type of case manager and central repository for all information regarding the students at their particular schools. There are a number of other schools that are in need of these services and an additional Case Advocate would increase the number of schools that benefit from our program.				
a) Add one Counselor B	1	50,646		50,646
b) Computer and Expendable Furnishings			9,550	9,550 <sup>2</sup>
<b>TOTAL INCREASE THIS REQUEST</b>	<b>1</b>	<b>50,646</b>	<b>9,550</b>	<b>60,196</b>
<b>5) Other O&amp;M - Computers and Operational Services</b>				
<b>TOTAL INCREASE THIS REQUEST</b>	<b>-</b>	<b>-</b>	<b>51,556</b>	<b>51,556 <sup>2</sup></b>
<b>TOTAL INCREASE REQUESTS FOR ATTORNEY GENERAL</b>	<b>28</b>	<b>2,034,429</b>	<b>201,518</b>	<b>2,235,947</b>

<sup>1</sup> Increase Requests have not been included in the Proposed Budget

<sup>2</sup> Non-recurring costs - remove from FY18 budget



## PROBATE COURT

Paul Boyd, Court Clerk

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

The Probate Court administers estates and wills, appoints guardians and conservators for minors and incompetents, approves the partition and sale of real estate, and files all petitions for judicial hospitalization under the Mental Health Law.

- The Probate Court Clerk's Office has 10 full time staff members and is responsible for the administration of the court's two (2) divisions.
- Probate Court Judges section includes the salaries of two (2) probate judges; each judge has a secretary and temporary law clerk.

#### **GENERAL FUND 036 – 7051 Probate Judges and Clerk**

<b>Probate Court</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(581,977)	(584,000)	(584,000)	-
Salaries	1,119,715	1,204,742	1,220,324	15,583
O&M	62,907	69,686	69,686	-
<b>Net Expenditures</b>	<b><u>600,645</u></b>	<b><u>690,428</u></b>	<b><u>706,010</u></b>	<b><u>15,583</u></b>
 <b>FTE Count</b>	 <b>13</b>	 <b>14</b>	 <b>14</b>	 <b>-</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue collected from Fees and Commissions of court litigants has remained fairly stable over the past five years.
- In compliance with the recommendations of Internal and External Auditors, an Accountant B position was approved by the Commission in FY16 to improve the segregation of duties. FTE count remains unchanged for FY17 at 14 positions.
- No change to total O&M category; spending consistent with prior years.

#### **OTHER:**

- Data Processing (DP) Fees are collected and disbursed within the General Fund accounts.
- No Increase Requests for consideration.



## **DIVORCE REFEREE & JURY COMMISSION**

### **FY17 Budget Highlights**

#### **DIVORCE REFEREE: General Fund 010 – 7085**

The Divorce Referee's office accepts and approves service of process on every Divorce Complaint, Complaint for Separate Maintenance, and Complaint for Annulment filed in Shelby County and conducts hearings on pending and post-divorce issues (child support, alimony).

<b>Divorce Referee</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(254,993)	(280,000)	(275,000)	5,000
Salaries	588,565	590,576	602,800	12,224
O&M	3,007	5,579	5,579	-
<b>Net Expenditures</b>	<b><u>336,579</u></b>	<b><u>316,155</u></b>	<b><u>333,379</u></b>	<b><u>17,224</u></b>
<b>FTE Count</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>-</b>

- Projected revenue from divorce filing fees in Chancery and Circuit Courts is consistent with prior years.
- Salaries reflect 2% increase and fringe benefits.
- No change to total O&M category.

#### **JURY COMMISSION: General Fund 010 – 7087**

The Jury Commission is responsible for providing jurors to the three (3) Chancery Courts, nine (9) Circuit Courts, ten (10) Criminal Courts, and two (2) Probate Courts of Shelby County and for maintaining all records concerning jurors such as summons, attendance, payment and scheduling.

<b>Jury Commission</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Salaries	317,332	331,156	318,146	(13,010)
O&M	482,874	555,566	555,566	-
<b>Net Expenditures</b>	<b><u>800,206</u></b>	<b><u>886,722</u></b>	<b><u>873,712</u></b>	<b><u>(13,010)</u></b>
<b>FTE Count</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>

- Personnel cost reduction reflects removal of a salary budget in excess of the actual rate.
- O&M budget includes the jury cost which can fluctuate significantly depending on the need for sequestered jury trials.

#### **OTHER:**

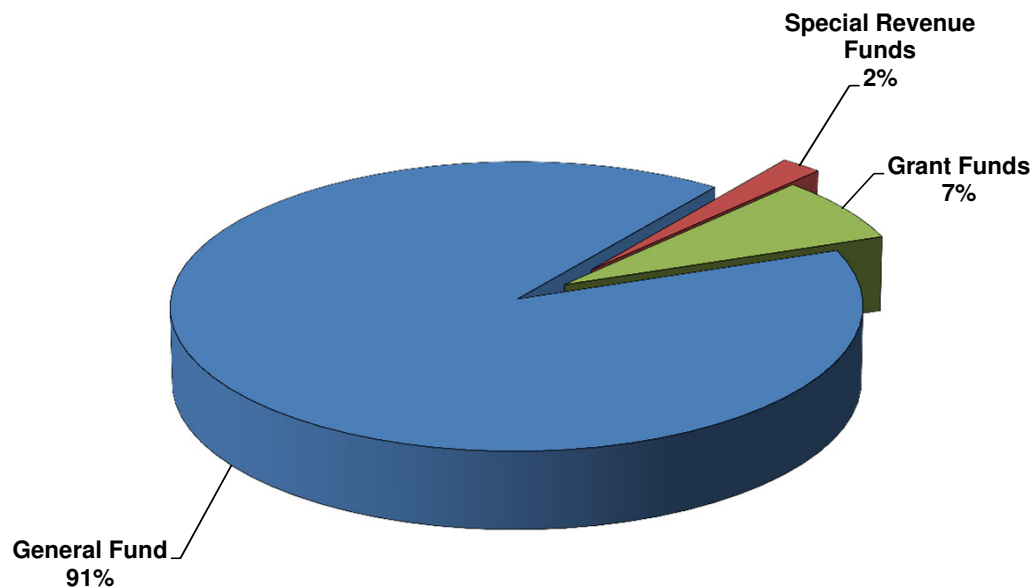
- No other funds or grants.
- No Increase Requests for consideration.

# Sources and Uses by Fund Type Judicial

All Funds

<u>FUND NAME:</u>	FY17 SOURCES OF FUNDS			FY17 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
<b>GENERAL FUND</b>							
010 - General Fund	(5,536,700)	-	-	13,945,148	-	8,408,448	19.8%
032 - Chancery Court	(2,795,000)	-	-	1,568,107	-	(1,226,893)	2.2%
033 - Circuit Court	(2,748,000)	-	-	2,779,009	-	31,009	3.9%
034 - Criminal Court	(4,162,500)	-	-	4,998,666	-	836,166	7.1%
035 - Gen Sessions Court	(9,982,000)	-	-	14,568,404	-	4,586,404	20.7%
036 - Probate Court	(584,000)	-	-	1,290,010	-	706,010	1.8%
037 - Juvenile Court	(1,204,000)	(102,011)	-	14,334,585	334,816	13,363,390	20.8%
038 - Attorney General	-	-	-	10,000,327	-	10,000,327	14.2%
<b>TOTAL GENERAL FUND</b>	<b>(27,012,200)</b>	<b>(102,011)</b>	<b>-</b>	<b>63,484,257</b>	<b>334,816</b>	<b>36,704,861</b>	<b>90.6%</b>
<b>SPECIAL REVENUE FUNDS</b>							
084 - Gen Sess Clerk DP Fees	(306,850)	-	(313,284)	620,134	-	-	0.9%
085 - Criminal Clerk DP Fees	(22,100)	-	(93,700)	115,800	-	-	0.2%
094 - Veteran's Court	(50,000)	-	-	50,000	-	-	0.1%
095 - DUI Treatment Fines	(51,000)	-	-	51,000	-	-	0.1%
096 - Drug Court	(372,500)	-	(227,058)	599,558	-	-	0.9%
<b>TOTAL SPECIAL REVENUE</b>	<b>(802,450)</b>	<b>-</b>	<b>(634,042)</b>	<b>1,436,492</b>	<b>-</b>	<b>-</b>	<b>2.0%</b>
<b>GRANT FUNDS</b>	<b>(4,835,921)</b>	<b>(334,816)</b>	<b>(7,521)</b>	<b>5,076,247</b>	<b>102,011</b>	<b>-</b>	<b>7.4%</b>
<b>TOTAL DIVISION - ALL FUNDS</b>	<b>(32,650,571)</b>	<b>(436,827)</b>	<b>(641,563)</b>	<b>69,996,996</b>	<b>436,827</b>	<b>36,704,861</b>	<b>100.0%</b>

FY17 Uses by Fund



# **Net Expenditures By Department\*** **Judicial Division**

## **All Funds**

Fund	Dept	Dept Description	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 PROPOSED
<b>GENERAL FUND</b>							
010	7080	Public Defender	6,173,325	5,674,399	6,554,128	7,346,386	7,201,357
010	7085	Divorce Referee	287,660	309,271	336,579	316,155	333,379
010	7087	Jury Commission	867,880	1,002,725	800,205	886,722	873,712
018	7041	General Sessions Drug Court **	639,200	-	-	-	-
032	7011	Chancery Court	(1,807,816)	(2,623,959)	(2,064,166)	(1,634,900)	(1,226,893)
033	7021	Circuit Court	(413,236)	(317,708)	(146,849)	(287,453)	31,009
034	7031	Criminal Court	616,730	1,099,531	372,575	901,944	836,166
035	7041	General Sessions Court	2,976,166	3,568,645	3,957,881	3,816,225	4,586,404
036	7051	Probate Court	543,825	591,883	600,644	690,428	706,010
037	7061	Juvenile Court Judge	15,205,466	15,890,313	16,063,818	11,787,287	10,505,347
037	7071	Juvenile Court Clerk	3,205,494	3,752,782	3,907,877	2,801,107	2,858,042
038	7090	Attorney General	9,442,233	9,742,400	9,735,752	10,022,258	10,000,327
<b>GENERAL FUND TOTAL</b>			<b>37,736,928</b>	<b>38,690,284</b>	<b>40,118,444</b>	<b>36,646,161</b>	<b>36,704,861</b>
<b>SPECIAL REVENUE FUNDS</b>							
084	7041	General Sessions Court DP Fees	(68,197)	9,632	365,516	-	-
085	7031	Criminal Court DP Fees	(18,176)	(19,064)	(17,171)	-	-
095	7041	DUI Treatment Fines	(361,051)	(25,262)	(10,179)	-	-
096	7041	General Sessions Drug Court	(729,068)	(67,386)	(84,631)	-	-
<b>SPECIAL REVENUE FUND TOTAL</b>			<b>(1,176,493)</b>	<b>(102,081)</b>	<b>253,535</b>	<b>-</b>	<b>-</b>
<b>GRANT FUNDS TOTAL</b>			<b>(311,695)</b>	<b>77,041</b>	<b>(16,015)</b>	<b>-</b>	<b>-</b>
<b>TOTAL JUDICIAL - ALL FUNDS</b>			<b>36,248,740</b>	<b>38,665,244</b>	<b>40,355,964</b>	<b>36,646,161</b>	<b>36,704,861</b>

*\*Includes all Sources and Uses of Funds*

*\*\* Moved Drug Court from General Fund 018 to Special Revenue Fund 096 in FY13.*



## FTE Position Count Judicial Services

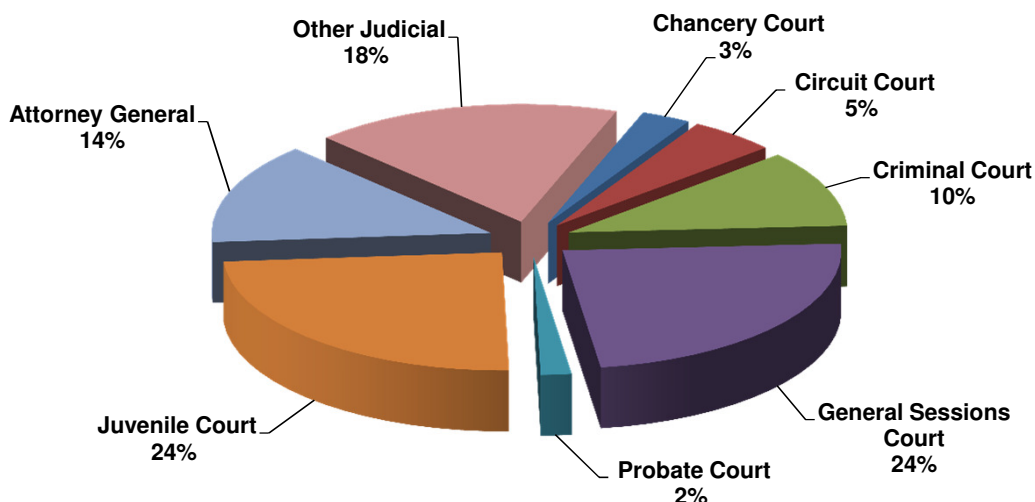
## All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
010	7080	Public Defender (a)	95.5	123.5	124.0	130.0	130.0	-
010	7085	Divorce Referee	5.5	5.5	5.5	5.5	5.5	-
010	7087	Jury Commission	5.0	5.0	5.0	5.0	5.0	-
032	7011	Chancery Court	23.0	23.0	23.0	22.5	22.5	-
033	7021	Circuit Court (b)	42.0	42.0	40.0	40.0	40.0	-
034	7031	Criminal Court	84.0	83.0	83.0	83.0	83.0	-
035	7041	General Sessions Court (c)	177.0	175.8	185.8	186.3	186.3	-
036	7051	Probate Court (d)	13.0	13.0	13.0	14.0	14.0	-
037	7061	Juvenile Court Judge (e)	217.7	221.7	222.7	136.7	131.7	(5.0)
037	7071	Juvenile Court Clerk (f)	82.0	81.0	81.0	58.0	58.0	-
038	7090	Attorney General (g)	107.0	108.0	109.0	111.0	109.2	(1.8)
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>851.7</b>	<b>881.5</b>	<b>892.0</b>	<b>792.0</b>	<b>785.2</b>	<b>(6.8)</b>
<b>SPECIAL REVENUE FUND</b>								
096	7041	General Sessions Drug Court	4.0	4.0	4.0	5.0	5.0	-
<b>TOTAL POSITIONS - SPECIAL REVENUE FUND</b>			<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>
<b>GRANT FUNDS (h)</b>			<b>53.3</b>	<b>44.1</b>	<b>44.6</b>	<b>45.7</b>	<b>46.1</b>	<b>0.4</b>
<b>TOTAL POSITIONS - ALL FUNDS</b>			<b>909.0</b>	<b>929.6</b>	<b>940.6</b>	<b>842.7</b>	<b>836.3</b>	<b>(6.4)</b>

### Notable changes by department since FY12:

- a) Public Defender - added 28 new positions related to juvenile defense, 5.5 FTE converted from temp or PT status, and one transfer from the Attorney General.
- b) Circuit Court - deleted two FTE in relation to consolidation of Information Technology services.
- c) General Sessions Court - net addition of 9.3 FTE since FY13, due mainly to expansion of the Environmental Court.
- d) Probate Court - added one Manager B in FY16 for separation of accounting duties.
- e) Juvenile Court Judge - FY16 transferred 90 FTE to Sheriff for Detention services; added 4 new positions. FY17 5 positions moved from JC to Support Services for building maintenance
- f) Juvenile Court Clerk - transferred 23 FTE to Sheriff for Courtroom Security.
- g) Attorney General - 4 FTE added since FY13 for caseload management. FY17 - 1.8 FTE moved to Grant Fund.
- h) Attorney General - FY17 - 1.8 moved from General Fund, decrease 1.4 FTE due to other grant start/end dates.

### FTE Positions by Department



# Prime Accounts Judicial

# General Fund

Acct	Description	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Proposed
41 - Other Local Taxes		(455,915)	(454,980)	(411,088)	(450,000)	(410,000)
43 - Intergovernmental Revenues-State of		(4,280,824)	(5,609,000)	(5,678,516)	(5,832,700)	(5,786,700)
44 - Intergovernmental Revenues-Federal &		(126,681)	(75,937)	(86,542)	(52,500)	0
45 - Charges for Services		(8,915)	(5,767)	(5,020)	0	0
46 - Fines, Fees & Permits		(21,524,729)	(21,886,433)	(21,227,661)	(21,744,000)	(20,752,000)
47 - Other Revenue		(18,154)	(5,539)	(51,769)	(7,000)	(4,000)
48 - Investment Income		(58,710)	(48,725)	(69,316)	(60,400)	(59,500)
<b>Revenue</b>		<b>(26,473,929)</b>	<b>(28,086,379)</b>	<b>(27,529,911)</b>	<b>(28,146,600)</b>	<b>(27,012,200)</b>
51 - Salaries-Regular Pay		42,335,494	42,651,702	43,865,905	44,329,035	44,011,258
52 - Salaries-Other Compensation		208,484	275,923	456,461	633,981	626,736
55 - Fringe Benefits		15,460,603	17,165,181	16,872,486	15,589,304	16,053,991
56 - Vacancy Savings		0	0	0	(2,238,970)	(2,217,666)
Salaries & Fringe Benefits		58,004,581	60,092,807	61,194,853	58,313,350	58,474,319
60 - Supplies & Materials		791,334	813,980	978,913	727,601	739,618
64 - Services & Other Expenses		1,148,126	1,219,695	1,213,919	1,512,541	1,481,683
66 - Professional & Contracted Services		1,108,088	1,843,750	1,967,519	1,377,359	1,255,601
67 - Rent, Utilities & Maintenance		921,712	884,535	939,017	1,355,607	195,445
68 - Interfund Services		888,336	1,033,696	1,072,530	1,250,769	1,302,591
70 - Capital Asset Acquisitions		55,068	33,500	109,976	35,000	35,000
Operating & Maintenance		4,912,664	5,829,156	6,281,873	6,258,877	5,009,938
<b>Expenditures</b>		<b>62,917,245</b>	<b>65,921,963</b>	<b>67,476,726</b>	<b>64,572,227</b>	<b>63,484,257</b>
96 - Operating Transfers In		(71,621)	(71,610)	(72,054)	(101,608)	(102,011)
Operating Transfers In		(71,621)	(71,610)	(72,054)	(101,608)	(102,011)
98 - Operating Transfers Out		1,365,233	926,310	243,684	322,142	334,816
Operating Transfers Out		1,365,233	926,310	243,684	322,142	334,816
<b>Net Transfers</b>		<b>1,293,612</b>	<b>854,700</b>	<b>171,630</b>	<b>220,534</b>	<b>232,805</b>
<b>Judicial Total</b>		<b>37,736,928</b>	<b>38,690,284</b>	<b>40,118,444</b>	<b>36,646,161</b>	<b>36,704,862</b>

The Judicial Division administers the following grants:

***Criminal Court Clerk***

- ***Spanish Interpreter Funds*** – The Administrative Office of the Courts grant funding for interpreters to assist with enabling Limited English Proficiency (LEP) persons to more fully participate in court proceedings.

***General Sessions Court***

- ***Adult Drug Court Enhancement Program*** - This grant is from the Bureau of Justice Assistance and provides gender-based mental health and substance abuse treatment counseling for adults with a co-occurring disorder and/or trauma.
- ***Residential Drug Treatment*** - This grant, offered by the State of Tennessee Office of Criminal Justice Programs, provides residential drug and alcohol treatment.
- ***Justice Assistance Grant (JAG)*** - The U.S. Department of Justice is the grantor for the Edward Byrne Justice Assistance Grant that provides support for the Drug and Veterans Court.

***Juvenile Court***

- ***Child Support Services*** - Tennessee Department of Human Services provides funding to Juvenile Court through two separate grants, for child support operations and advocacy services.
- ***Child and Family Intervention*** - Tennessee Department of Children's Services provides funding for child and family intervention services delivered by the Juvenile Court's Children's Bureau.
- ***Child Support IV-D*** - Funded by Tennessee Department of Human Services to handle all Title IV-D related process papers and subpoenas. *(Shared with Juvenile Court Clerk)*
- ***State Supplement Juvenile Court Improvement*** - Tennessee Commission on Children and Youth grant provides funding for improvement of Juvenile Court operations by supplementing salaries in support of the Court Appointed Special Advocates (CASA).
- ***Annie E. Casey Foundation*** - Juvenile Detention Alternatives Initiative (JDAI) provides funding to Juvenile Court for learning and teaching alternatives to detention for juvenile offenders.

***Public Defender***

- ***Justice Assistance Grant (JAG)*** - The U.S. Department of Justice is the grantor for the Edward Byrne Justice Assistance Grant that provides funding for the purposes of implementing crime prevention programs.

***District Attorney General***

- ***Victims of Crime Act Grant (VOCA)*** – This State funded grant provides services that directly improve the health and well-being of victims of crime with priority given to victims of child abuse, domestic violence, sexual assault and services for previously underserved victims
- ***Violence Against Women Grant*** - The U.S. Department of Justice is the grantor for The DAG Rape Arrest Grant, for programming to provide direct services to adult victims of sexual assault.
- ***Drug Enforcement Agency (DEA) Grant*** – This grant provides funding for a task force that disrupts illicit drug activity in the Greater Memphis Area by immobilizing targeted violators and trafficking organizations.
- ***Drug Task Force*** – Positions funded by drug seizures of the West Tennessee Violent Crime & Drug Task Force.

# Grant Program Detail for FY17

Judicial

<u>FUND</u>	<u>SECTION</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<b><u>Department 7031: Criminal Court Clerk</u></b>			
202	703101	Spanish Interpreter Funds	\$ 113,220
		<b>Department Total</b>	<b>\$ 113,220</b>
<b><u>Department 7041: General Sessions Criminal Court</u></b>			
625	704122	Drug Court Grant	\$ 250,000
850	704122	Residential Drug Treatment Grant	550,000
195	704122	JAG Drug Court	40,000
195	704124	JAG Veterans Court	93,366
		<b>Department Total</b>	<b>\$ 933,366</b>
<b><u>Department 7061: Juvenile Court</u></b>			
123	706152	Court Appointed Spec Advocate	\$ 9,000
147	706152	DHS Advocacy Services	67,688
550	706153	J C Child Support Bureau - Title IV-D Grant	1,713,718
552	706153	J C Child Support Bureau - Child Advocacy Services	250,989
595	706151	Juvenile Detention Alternatives Initiative (JDAI) - Main	10,000
		<b>Department Total</b>	<b>\$ 2,051,395</b>
<b><u>Department 7071: Juvenile Court Clerk</u></b>			
163	707101	Title IV-D (Process Paper) Grant	\$ 649,937
		<b>Department Total</b>	<b>\$ 649,937</b>
<b><u>Department 7080: Public Defender</u></b>			
191	708002	JAG Public Defender - Juvenile Cases	\$ 50,000
193	708002	Justice Assistance Grant 2014	150,000
		<b>Department Total</b>	<b>\$ 200,000</b>
<b><u>Department 7090: Attorney General</u></b>			
307	709001	VOCA DAG Gang Hisp DV Victim	\$ 46,307
475	709001	District Attorney General Rape Arrest Grant	286,538
477	709001	DEA Memphis Residence Task Force II	56,510
479	709001	Drug Task Force	498,647
		<b>Department Total</b>	<b>\$ 888,002</b>
<b>DIVISION TOTAL</b>			<b>\$ 4,835,921</b>

*JAG = Justice Assistance Grant*

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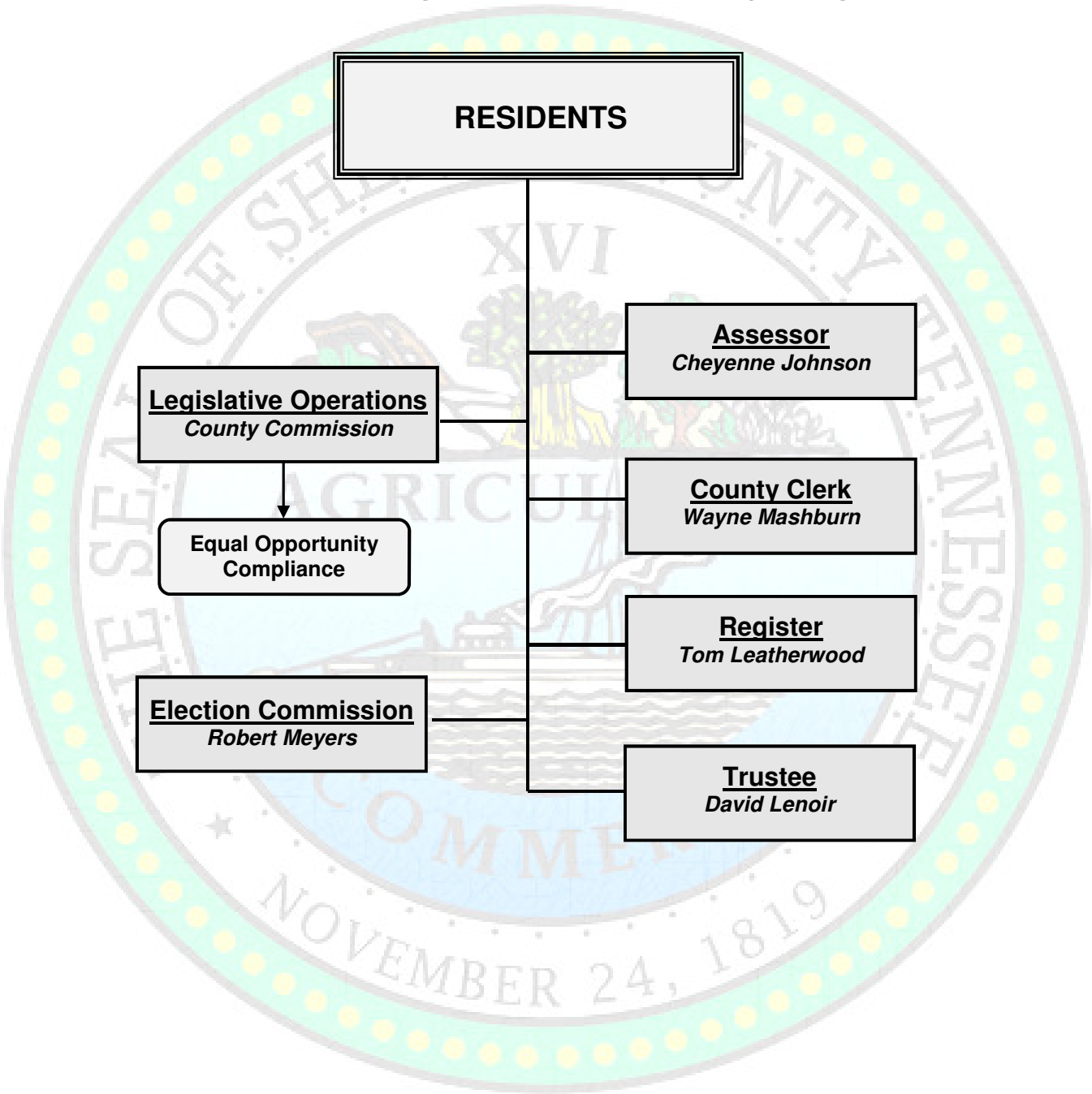
# **OTHER ELECTED OFFICIALS**



# **FY17 PROPOSED BUDGET**

# OTHER ELECTED OFFICIALS

## Division Organizational Chart by Program



**COUNTY COMMISSION***Terry Roland, Chairman***FY17 Budget Highlights****COMMISSION CONTINGENCY: General Fund 044-8001**

<b>Contingency</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Summer Interns	67,092	95,134	150,000	54,866
Contingency	-	104,866	200,000	95,134
<b>Net Operations</b>	<b>67,092</b>	<b>200,000</b>	<b>350,000</b>	<b>150,000</b>

- The Summer Intern Program has been funded for FY17 with an additional \$150,000 - in addition to the annual budget amount of \$200,000 for the Commission Contingency fund.

**LEGISLATIVE OPERATIONS: General Fund 044-8002**

<b>Legislative Operations</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Total Personnel	1,370,223	1,475,104	1,501,923	26,819
O&M	909,908	799,943 *	799,943	-
<b>Net Operations</b>	<b>2,280,131</b>	<b>2,275,047</b>	<b>2,301,866</b>	<b>26,819</b>

<b>FTE Count</b>	<b>24.0</b>	<b>25.0</b>	<b>25.0</b>	<b>-</b>
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\* Adjusted by \$214,970 for FY15 carry-forwards

- Personnel increase reflects county-wide 2% raise and fringe benefits.
- FTE count increased in FY16 by one position for Legislative Liaison transferred from Equal Opportunity Compliance (\$58,216)

**EQUAL OPPORTUNITY COMPLIANCE: General Fund 044-8003**

<b>EOC Office</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Total Personnel	631,930	625,996	659,736	33,740
O&M	35,435	89,515	89,515	-
<b>Net Operations</b>	<b>667,365</b>	<b>715,511</b>	<b>749,251</b>	<b>33,740</b>

<b>FTE Count</b>	<b>11.0</b>	<b>10.0</b>	<b>9.0</b>	<b>(1)</b>
------------------	-------------	-------------	------------	------------

- FY16 - one position transferred to Legislative Operations (\$58,216 salary+fringe).
- FY17 – one position deleted – Deputy Director (\$40,309 salary+fringe) with offsetting reduction to Vacancy Savings credit (net impact = \$0).
- Remaining Vacancy Savings transferred to Central Ops general restriction (with resulting budget increase = \$39,691).

**GRANTS TO NON-PROFITS: General Fund 010-2013**

<b>Grants to Non Profits</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
SEEDCO	-	175,000	-	(175,000)
Map South	50,000	-	-	-
Memphis Health Center	-	290,000	-	(290,000)
All Others	-	1,300,000	1,300,000	-
<b>Net Operations</b>	<b>50,000</b>	<b>1,765,000</b>	<b>1,300,000</b>	<b>(465,000)</b>





## ASSESSOR

*Cheyenne Johnson, Assessor*

### **FY17 Budget Highlights**

#### **BUDGETARY ISSUES/TRENDS:**

- The complete property reappraisal that is conducted every fourth year will occur during FY17, requiring full use of resources.
- Reimbursements from the municipalities and the City of Memphis for reappraisal services provided by the Assessor will be collected in FY18 (estimated at \$3 million).
- Use of available technology has allowed the Assessor to manage the growth in properties and appeals without an increase to staffing level.

#### **General Fund 043**

<b>Assessor</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(26,445)	(22,000)	(21,500)	500
Salaries	8,507,341	9,252,511	9,168,548	(83,963)
O&M	1,253,855	1,280,002	1,545,662	265,660
<b>Net Operationss</b>	<b>9,734,751</b>	<b>10,510,513</b>	<b>10,692,710</b>	<b>182,197</b>
<b>FTE Count</b>	<b>143</b>	<b>143</b>	<b>143</b>	<b>-</b>

#### **CHANGES TO MAJOR CATEGORIES:**

- Revenue includes reimbursements from State for employee certification pay
- No change to FTE count of 143 positions
- Overall reduction to salaries reflects the removal of excess salary budgets and an increased allowance for vacancy savings.
- O&M budget includes the following increases added by the Administration:
  - a) \$206,000 for the cost of postage and printing associated with the reappraisal
  - b) \$59,000 contractual increase for the personal property audit

#### **OTHER:**

- No grants or other special revenue funds
- ***No Increase Requests for consideration***



## COUNTY CLERK FY17 Budget Highlights

Wayne Mashburn, County Clerk

### BUDGETARY ISSUES/TRENDS:

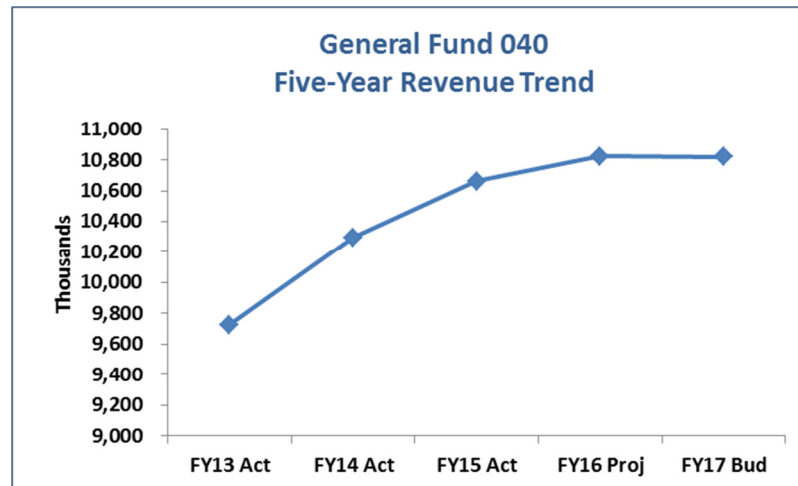
- The County Clerk issues motor vehicle titles and registrations, driver's license renewals, and marriage licenses as well as collecting various State, County and local taxes (Wheel Tax and Sales Tax). The Business Tax division collects the Hotel/Motel Tax, Car Rental Tax and processes a wide variety of business license applications and fees.
- The County Clerk has continued to see revenue grow due to record car sales over the last four years and an increase in the gross receipt tax this past year as the economy begins to improve.

### General Fund 040

County Clerk	FY15 Actual	FY16 Amended	FY17 Proposed	FY17-16 Var
Revenue	(10,661,149)	(10,313,000)	(10,820,000)	(507,000)
Salaries	4,259,362	4,424,240	4,732,954	308,714
O&M	567,268	579,782	579,782	-
<b>Net Operations</b>	<b>(5,834,519)</b>	<b>(5,308,978)</b>	<b>(5,507,264)</b>	<b>(198,286)</b>
 FTE Count	 91	 91	 91	 -

### CHANGES TO MAJOR CATEGORIES:

- Revenue projected to increase in Fines & Fees by \$500,000 or 5% over current budget. Revenue collections have increased by 11% over a five year period, as shown below:



- FTE count unchanged at 91 positions; some salaries adjusted per market study results.
- No change to total O&M category; spending consistent with prior year
- No Increase Requests for consideration**

### OTHER FUNDS:

- Restricted use Motor Vehicle Registration Supplies Fund (MVR), with revenue and expenses = \$65,000K
- Data processing fees are credited directly to Information Technology Services
- No grant or other special revenue funds

**FY17 Budget Highlights****BUDGETARY ISSUES/TRENDS:**

- The Register collects fines, fees, and permits for recording public records such as tax liens, property titles, mortgages, bankruptcy documents, marriage settlements, contracts, powers of attorney, real estate conveyances, armed forces discharges and affidavits.
- Stronger real estate market is generating increased volume of documents recorded.
- Operating cost of this office is completely covered by customer fees; no property taxes are required for support.

**General Fund 041**

<b>Register</b>	<b><u>FY15 Actual</u></b>	<b><u>FY16 Amended</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>FY17-16 Var</u></b>
Revenue	(3,427,063)	(3,302,000)	(3,604,000)	(302,000)
Salaries	1,611,849	1,615,494	1,683,002	67,508
O&M	107,450	124,891	124,891	-
<b>Net Operations</b>	<b><u>(1,707,764)</u></b>	<b><u>(1,561,615)</u></b>	<b><u>(1,796,107)</u></b>	<b><u>(234,492)</u></b>
<b>FTE Count</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>-</b>

**CHANGES TO MAJOR CATEGORIES:**

- Revenue is projected to increase by \$300,000 over current year budget.
- FTE count remains at 24 positions
- No change to O&M category; spending consistent with prior year
- Projected revenue will exceed operating costs by \$1.8 million

**OTHER:**

- ***No Increase Requests for consideration***

**Data Processing Fund 076**

The Register's Data Processing Fund (DP Fund) was created by the State with the requirement that a \$2.00 fee be collected on every document recorded. This Special Revenue Fund is designated for the acquisition of computer equipment and software necessary to operate and maintain a data processing system within the Register's Office.

- Revenue has exceeded expenses by at least \$100,000 for the past three years.
- Fund is used primarily for software service and maintenance agreements.
- Fund Balance is \$482,000



## TRUSTEE

David Lenoir, Trustee

### FY17 Budget Highlights

#### BUDGETARY ISSUES/TRENDS:

- The Trustee serves as the banking agent responsible for the receipt, disbursement and investment of County funds. The Trustee bills and collects current and delinquent ad valorem property taxes for the County, Millington and Arlington. Delinquent taxes only have been collected for Bartlett, Germantown, Collierville and the City of Memphis.
- A commission of 2% is retained by the Trustee on current collections; the commission rate is 1% on delinquent collections, and State and Local revenues received.
- Over the past five years the Trustee's Office has shown a continued increase in Property Tax collection percentages from 92.39% for 2011 to 94.72% for 2015 tax year.

#### General Fund 042

Trustee	FY15 Actual	FY16 Amended	FY17 Proposed	FY17-16 Var
Revenue	(23,686,364)	(23,273,000)	(23,852,890)	(579,890)
Salaries	4,704,869	4,978,724	5,012,103	33,379
O&M	1,969,514	2,385,819	2,153,399	(232,420)
<b>Net Operations</b>	<b>(17,011,981)</b>	<b>(15,908,457)</b>	<b>(16,687,388)</b>	<b>(778,931)</b>
 <b>FTE Count</b>	 <b>70.5</b>	 <b>68.5</b>	 <b>68.5</b>	 <b>-</b>

#### CHANGES TO MAJOR CATEGORIES:

- Primary revenue sources include:
  - Commissions and fees retained on all transactions = \$22.2 million
  - Reimbursements from City of Memphis and other municipalities for tax collection services = \$1.6 million
- FTE count remains at 68.5 positions; two positions were transferred to Information Technology Services last year
- Salary increase of 2% offset by increase in Vacancy Savings credit to reflect historical trend
- O&M budget reduced by \$232,000, including changes in advertising, software, contracted services and movement to county telephone and copier services.

#### OTHER:

- No other special revenue or grant funds
- ***No Increase Requests for consideration***



## ELECTION COMMISSION

Robert Meyers, Chairman

### FY17 Budget Highlights

#### **BUDGETARY ISSUES/TRENDS:**

The Election Commission administers all public elections in Shelby County in accordance with applicable laws. The four year cycle of elections can have a significant budget impact, depending on the type of election and reimbursements to the County within a fiscal period.

- Two major non-reimbursable elections are scheduled for FY17:
  - August 2016 - State and Federal Primary & Shelby County General (\$940,000)
  - November 2016 - State and Federal General Election (\$1.4 million)
- FY16 elections costs were reimbursed at 100% by the State and City of Memphis:
  - March 2016 - Presidential Preference and State Primary (\$730,000)
  - October 2015 - City of Memphis election (\$925,000)

Requirements for extended early voting period, additional poll workers, and restrictions placed on overtime hours for temporary labor present challenges to containing election costs. One additional poll worker per 166 precincts is required during the Presidential Election.

#### **General Fund 010**

<b>Election Commission</b>	<b>FY13 Actual*</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>	<b>FY17-16 Var</b>
Revenue	(65,891)	(2,139,205)	(22,500)	2,116,705
Total Personnel	2,493,051	2,224,411	2,615,634	391,223
O&M	1,501,718	1,550,200	1,424,900	(125,300)
<b>Net Operations</b>	<b>3,928,878</b>	<b>1,635,406</b>	<b>4,018,034</b>	<b>2,382,628</b>
<b>FTE Count</b>	<b>24.0</b>	<b>20.5</b>	<b>20.5</b>	<b>-</b>

*\*Using FY13 actuals to compare with same election cycle in FY17.*

#### **CHANGES TO MAJOR CATEGORIES:**

- Administration O&M budget includes the cost of security cameras at election commission offices at 150 Washington Avenue and 980 Nixon Drive, participation in the county vehicle replacement program, and training for Officer Certification.
- Administration FTE decrease of 3.5 since FY13 reflects transfer of 3 FTE to Information Technology Services in FY14 and the reduction of one full time position to part time status to fund other salary increases.
- FY17 revenue decreased \$2,100,000 due to the cyclical shift from reimbursable to non-reimbursable elections, as noted above.
- Election costs have been contained in comparison to the previous FY13 cycle, as shown below:

	<b><u>FY13 Actual</u></b>	<b><u>FY17 Proposed</u></b>	<b><u>Variance</u></b>
November State/Federal Elections	1,235,917	1,404,328	168,411
August State Primary/Cnty General Election	940,693	940,145	(548)
	2,176,610	2,344,473	167,863

#### **INCREASE REQUESTS:**

- Add one (1) GIS coding Tech Specialist \$58,216
- Increase funding for one (1) part-time Clerical Specialist position to full-time \$17,168

**Election Commission  
FY17 Budget Increase Requests**

Description of Request	FTE	Salaries	O&M	Total
<b>1) Add 1 Tech Specialist position and upgrade 1 P/T Clerical to F/T</b>				
One new tech specialist to assist in GIS coding, precinct management, building ballots, determining splits and ensuring ballots are correctly disseminated. These functions are critical to ensure voters records are accurately maintained and the voters receive the correct ballot at the polls.	1.0	58,216	-	58,216
<b>2) Upgrade 1 Part-Time Clerical Specialist to Full-Time</b>				
Increase funding for Clerical Specialist to assist in training, tracking, and documenting the more than 1,500 temporary employees and election officials hired to work during each election cycle. This position would allow for cross-training in other areas in the event of illness or an emergency occurs impacting the FTE in these departments. Salary for this position was previously reduced to fund increases for other positions.	0.5	17,168	-	17,168
<b>TOTAL INCREASE REQUEST FOR ELECTION COMMISSION</b>	<b>1.5</b>	<b>\$ 75,384</b>	<b>\$ -</b>	<b>\$ 75,384</b>

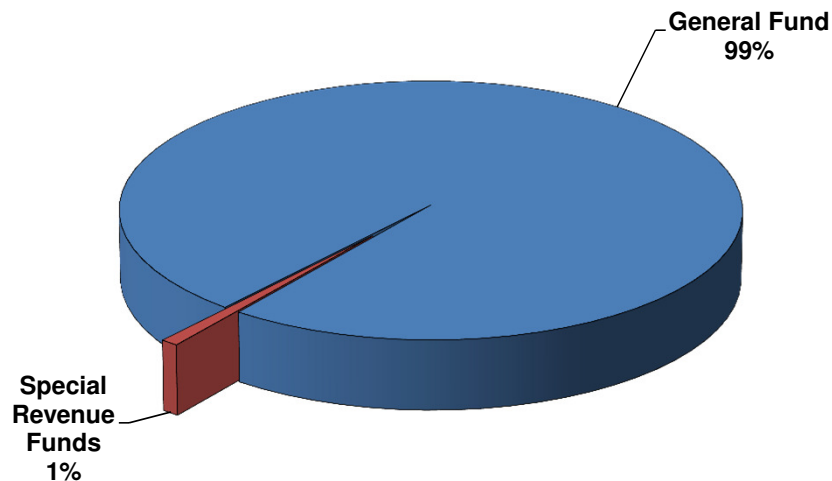
**Sources and Uses by Fund Type**  
**Other Elected Officials**

**All Funds**

<u>FUND NAME:</u>	FY17 SOURCES OF FUNDS		FY17 USES OF FUNDS			NET OPERATIONS	
	REVENUE	TRANSFERS IN	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
<b>GENERAL FUND</b>							
010 - Election Commission	(22,500)	-	4,040,534	-	-	4,018,034	12%
016 - MVR Supplies Fund*	(65,000)	-	65,000	-	-	-	0%
040 - County Clerk	(10,820,000)	-	5,312,736	-	-	(5,507,264)	16%
041 - Register	(3,604,000)	-	1,807,893	-	-	(1,796,107)	6%
042 - Trustee	(23,852,890)	-	7,165,502	-	-	(16,687,388)	22%
043 - Assessor	(21,500)	-	10,714,210	-	-	10,692,710	33%
044 - County Commission	-	-	3,401,117	-	-	3,401,117	10%
<b>TOTAL GENERAL FUND</b>	<b>(38,385,890)</b>	<b>-</b>	<b>32,506,991</b>	<b>-</b>	<b>-</b>	<b>(5,878,899)</b>	<b>99%</b>
<b>SPECIAL REVENUE FUND</b>							
076 - Register DP Fees	(288,400)	-	286,868	-	1,532	-	1%
<b>ALL FUNDS TOTAL</b>	<b>(38,674,290)</b>	<b>-</b>	<b>32,793,859</b>	<b>-</b>	<b>1,532</b>	<b>(5,878,899)</b>	<b>100%</b>

\* Motor Vehicle Registration Supplies Fund reported with the County Clerk's office.

**FY17 Uses by Fund**



***The primary source of funding for Other Elected Officials is the General Fund.***

**Net Expenditures By Department\***  
**Other Elected Officials**

**All Funds**

<b>Fund Dept</b>	<b>Dept Description</b>	<b>FY13 ACTUAL</b>	<b>FY14 ACTUAL</b>	<b>FY15 ACTUAL</b>	<b>FY16 AMENDED</b>	<b>FY17 PROPOSED</b>
<b>GENERAL FUND</b>						
044 8001	Commissioner's Contingency	-	-	67,092	200,000	350,000
044 8002	Legislative Operations	2,743,096	2,167,936	2,280,131	2,275,047	2,301,866
044 8003	Equal Opportunity Compliance	676,403	633,838	667,364	715,511	749,251
043 8004	Assessor	10,117,684	6,823,544	9,734,751	10,510,514	10,692,710
040 8006	County Clerk**	(4,929,914)	(5,486,922)	(5,843,778)	(5,308,978)	(5,507,264)
041 8007	Register	(2,568,239)	(2,031,672)	(1,707,763)	(1,561,615)	(1,796,107)
042 8008	Trustee	(15,332,526)	(16,723,809)	(17,011,981)	(15,908,457)	(16,687,388)
010 8009	Election Commission	3,928,878	2,203,270	3,705,417	1,635,406	4,018,034
<b>GENERAL FUND TOTAL</b>		<b>(5,364,618)</b>	<b>(12,413,816)</b>	<b>(8,108,768)</b>	<b>(7,442,572)</b>	<b>(5,878,899)</b>
<b>SPECIAL REVENUE FUND</b>						
076 8007	Register DP Fees	(130,739)	(102,815)	(119,332)	-	-
<b>SPECIAL REVENUE FUND TOTAL</b>		<b>(130,739)</b>	<b>(102,815)</b>	<b>(119,332)</b>	<b>-</b>	<b>-</b>
<b>OTHER ELECTED OFFICIALS TOTAL</b>		<b>(5,495,357)</b>	<b>(12,516,631)</b>	<b>(8,228,100)</b>	<b>(7,442,572)</b>	<b>(5,878,899)</b>

*\*Includes all Sources and Uses of Funds*

*\*\*Includes restricted Fund 016 - Motor Vehicle Registration Supplies Fund*



## FTE Position Count Other Elected Officials

All Funds

Fund	Dept	Dept Description	FY13 Budget	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Proposed	FY16-17 Change
<b>GENERAL FUND</b>								
044	8002	Legislative Operations	24.0	24.0	24.0	25.0 <sup>a</sup>	25.0	-
044	8003	Equal Opportunity Compliance	11.0	11.0	11.0	10.0 <sup>b</sup>	9.0 <sup>c</sup>	(1.0)
043	8004	Assessor	137.0	138.0 <sup>d</sup>	143.0 <sup>e</sup>	143.0	143.0	-
040	8006	County Clerk	91.0	91.0	91.0	91.0	91.0	-
041	8007	Register	24.0	24.0	24.0	24.0	24.0	-
042	8008	Trustee	72.0	72.0	70.5 <sup>f</sup>	68.5 <sup>g</sup>	68.5	-
010	8009	Election Commission	24.0	21.0 <sup>h</sup>	21.0	20.5 <sup>i</sup>	20.5	-
<b>TOTAL POSITIONS - GENERAL FUND</b>			<b>383.0</b>	<b>381.0</b>	<b>384.5</b>	<b>382.0</b>	<b>381.0</b>	<b>(1.0)</b>

### Legislative Operations:

- a) FY16 Transferred one (1) Legislative Specialist from Equal Opportunity Compliance

### Equal Opportunity Compliance:

- b) FY16 Transferred one (1) Legislative Specialist to Legislative Operations
- c) FY17 Deleted Deputy Administrator position

### Assessor:

- d) FY14 Converted temporary position to permanent position
- e) FY15 Moved five (5) positions from Board of Equalization, Division of Admin & Finance

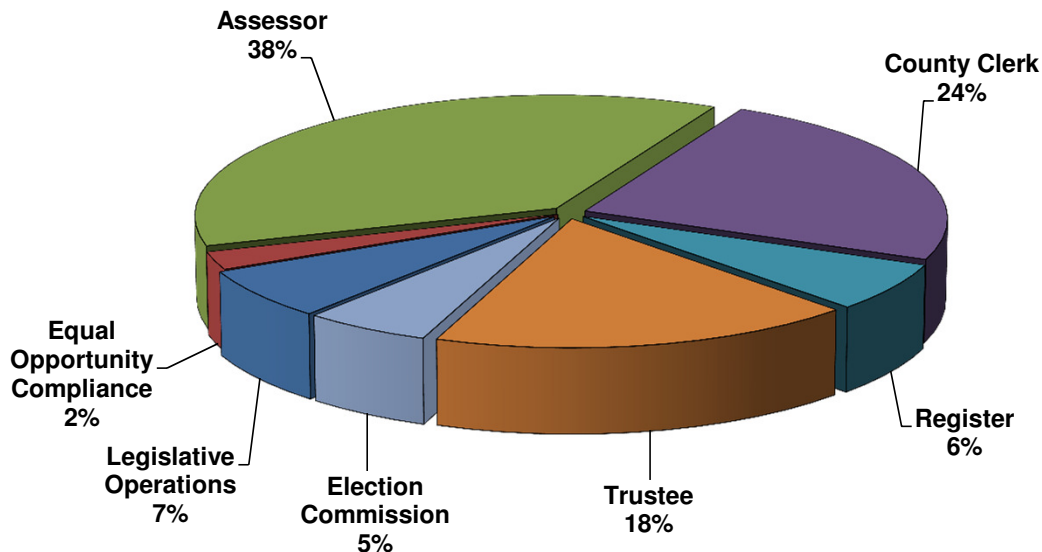
### Trustee:

- f) FY15 Corrected three (3) attorney positions from permanent to part-time status (.5 each =1.5 FTE)
- g) FY16 Transferred two (2) positions to Information Technology Services

### Election Commission:

- h) FY14 Transferred three (3) positions to Information Technology
- i) FY16 Clerical Specialist position converted from full to part-time position

## FTE Positions by Department



**Prime Accounts  
Other Elected Officials**

**General Fund**

<b>Acct</b>	<b>Description</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Amended</b>	<b>FY17 Proposed</b>
43 - Intergovernmental Revenues-State of		(77,103)	(39,579)	(34,628)	(1,171,898)	(33,500)
44 - Intergovernmental Revenues-Federal &		(862,545)	(5,456,125)	(1,442,699)	(2,234,307)	(1,637,890)
45 - Charges for Services		(11,203)	(12,132)	(11,226)	(10,000)	(10,500)
46 - Fines, Fees & Permits		(35,403,525)	(36,146,935)	(36,394,051)	(35,675,000)	(36,665,000)
47 - Other Revenue		0	(2,615)	0	0	0
48 - Investment Income		(29,744)	(33,000)	(30,791)	(33,000)	(39,000)
<b>Revenue</b>		<b>(36,384,120)</b>	<b>(41,690,385)</b>	<b>(37,913,396)</b>	<b>(39,124,205)</b>	<b>(38,385,890)</b>
51 - Salaries-Regular Pay		17,228,458	16,039,464	16,857,980	18,536,504	19,148,328
52 - Salaries-Other Compensation		396,495	153,741	296,199	407,122	507,122
55 - Fringe Benefits		6,339,635	6,568,292	6,421,409	6,644,972	6,990,896
56 - Vacancy Savings		0	0	0	(896,984)	(1,122,447)
Salaries & Fringe Benefits		23,964,588	22,761,498	23,575,588	24,691,614	25,523,899
60 - Supplies & Materials		392,383	655,143	433,397	514,877	504,259
64 - Services & Other Expenses		1,774,689	1,791,232	1,649,753	1,854,298	2,233,860
66 - Professional & Contracted Services		2,317,836	1,306,177	2,020,435	2,582,319	1,897,435
67 - Rent, Utilities & Maintenance		1,068,906	839,490	890,311	1,012,415	938,997
68 - Interfund Services		977,937	897,793	1,040,968	1,147,059	1,208,541
70 - Capital Asset Acquisitions		21,796	124,194	194,174	0	0
Operating & Maintenance		6,553,546	5,614,028	6,229,040	7,110,968	6,783,092
95 - Contingencies & Restrictions		0	0	0	104,866	200,000
Contingencies & Restrictions		0	0	0	104,866	200,000
<b>Expenditures</b>		<b>30,518,134</b>	<b>28,375,526</b>	<b>29,804,628</b>	<b>31,907,448</b>	<b>32,506,991</b>
99 - Planned Use of Fund Balances		0	0	0	(225,815)	0
Planned Fund Balance Change		0	0	0	(225,815)	0
<b>Planned Fund Balance Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(225,815)</b>	<b>0</b>
98 - Operating Transfers Out		501,368	901,043	0	0	0
Operating Transfers Out		501,368	901,043	0	0	0
<b>Net Transfers</b>		<b>501,368</b>	<b>901,043</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Elected Officials Total</b>		<b>(5,364,618)</b>	<b>(12,413,816)</b>	<b>(8,108,768)</b>	<b>(7,442,572)</b>	<b>(5,878,899)</b>

# **EDUCATION**



## **FY17 PROPOSED BUDGET**

The **EDUCATION FUND** accounts for taxes collected and allocated for all public school operations within Shelby County. Education is clearly the number one priority for the County and its primary expenditure challenge. The current budget reflects the impact of significant changes to the structure and funding for education within Shelby County that have occurred over the past several years. The County remains committed to providing excellent educational opportunities for every child.

### **Background of Structural Changes to County Schools**

As a result of the Memphis City School Board's decision to surrender its charter in 2011, the Memphis City School (MCS) system merged with the Shelby County School (SCS) system effective July 1, 2013. On July 16, 2013, the six municipalities surrounding the City of Memphis within Shelby County voted to create independent school districts. Those districts began operations on July 1, 2014. The SCS consolidated district existed only for Fiscal 2014 and received 100% of all school funding from the County. Beginning with FY15, county education funds are allocated to all seven districts, as determined by the State of Tennessee attendance ratios.



### **Annual Budget Development**

The County has taxing authority for education funding and responsibility for approving the total amount of County funds provided for all public schools within Shelby County. The total funding level for education is included in the County's annual adopted operating budget. The School Board for each school district determines how the funds will be used to best accomplish their mission of educating students.

The annual budget for the Shelby County School system is developed, reviewed and approved by the Shelby County Schools Board of Education, and then submitted to the Shelby County Commission for funding review and approval. The Shelby County government does not review or approve the individual budgets for the six municipal school districts.

### **Local Funding Sources for Education**

The amount appropriated in the Education Fund is the total amount that will be paid to the school systems for operations during the fiscal year. Proposed FY17 funding of \$399,971,000 represents about 44% of total countywide expenditures. This is an increase of \$8,683,000 over the prior year funding level.

Education currently receives almost 63% of all current and delinquent **Property Taxes** collected by Shelby County, based on FY17 allocations of the total tax rate of \$4.37:

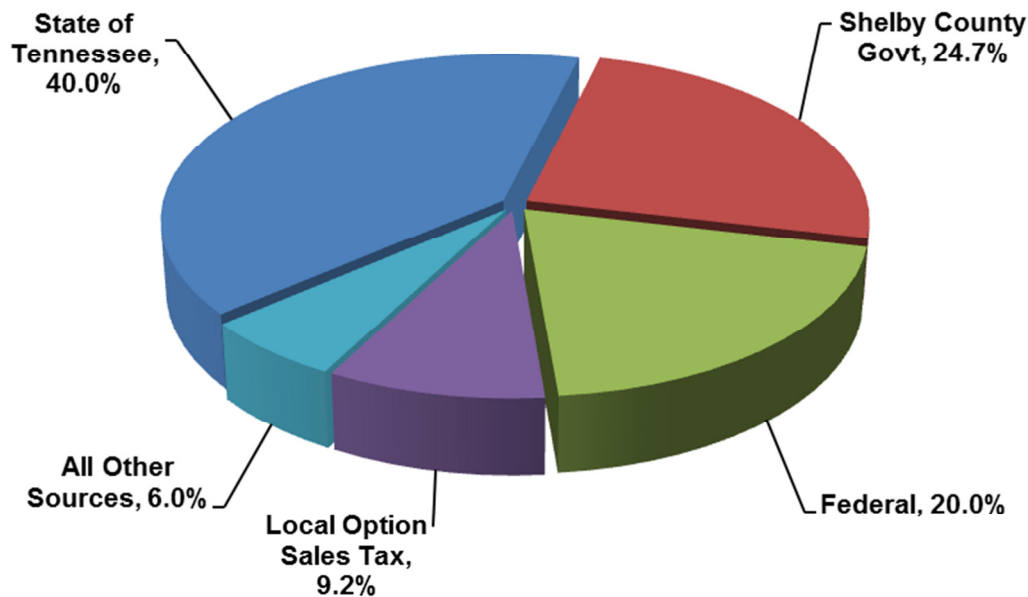
## Property Taxes Allocated to Schools

	<u>Tax Rate</u>	<u>% of Total</u>
School Operations	\$2.14	49.0%
School Debt	0.60	13.8%
Total School Funding	<u>\$2.74</u>	<u>62.8%</u>

In addition to property taxes, 50% of the **Wheel Tax** is designated for school operating costs; the remainder is proposed to be used for school capital needs. Other funding sources include **In Lieu of Taxes** collected from MLG&W and other exempt properties and the **Marriage License Privilege Tax**. The first one-half of the 2.25% **County Local Option Sales Tax** is provided for Education as required by State law. This revenue is received by the Trustee and paid directly to the schools; it is not reflected in the Education Fund budget.

The State of Tennessee contributes the majority of funding for the Shelby County Schools and municipal district budgets through the Basic Education Program (BEP). State and other funding sources are shown below:

## Funding Sources for Shelby County Schools FY16 Adopted Budget - All Operating Funds



## Weighted Full-time Equivalency Average Daily Attendance (WFTEADA) Allocation

Weighted full-time equivalency average daily attendance or "WFTEADA", serves as the basis for allocation of education funds within the county. This is a calculation of the average of the highest two months of the first three months of attendance for grades K-12, multiplied times a unique weight for each grade level as provided by the State Department.

## EDUCATION FUND

## Overview

Prior to the merger effective in FY14, the total amount budgeted for education by Shelby County was distributed only between the City and County school systems based upon the weighted ADA ratio. Beginning with FY15, county education funds are now distributed to seven independent school districts based on weighted attendance. These ratios are reviewed annually each spring and certified by the Tennessee State Department of Education. The budgeted allocation to each school system is based on the rate in effect at the time of proposed budget development. When the actual weighted ADA ratios are determined near the end of the school year, actual payments are adjusted to July 1 of the current year based on that revised rate.

Historical weighted ADA allocation data for the past four years is provided in the following table, reflecting the structural changes since 2014:

### *Weighted Average Daily Attendance Allocations*

<u>Fiscal Year</u>	<u>ADA Attendance</u>	<u>Memphis Schools</u>	<u>County Schools</u>	<u>Municipal Schools</u>	<u>Total</u>
2016	2015	0.0%	78.62%	21.38%	100.00%
2015	2014	0.0%	79.25%	20.75%	100.00%
2014	2013	0.0%	100.00%		100.00%
2013	2012	68.00%	32.00%		100.00%

Since FY15, weighted ADA distributions have been calculated for the seven independent school districts on the basis of attendance. Distributions since FY15 are shown below:

### Weighted ADA Allocations to School Districts within Shelby County<sup>(1)</sup>

<u>District:</u>	<u>FY15 Actual</u>		<u>FY16 Amended</u>		<u>FY17 Proposed<sup>(2)</sup></u>	
	<u>Amount</u>	<u>ADA %</u>	<u>Amount</u>	<u>ADA %</u>	<u>Amount</u>	<u>ADA %</u>
Shelby	303,597,240	79.25%	307,630,626	78.62%	314,457,200	78.62%
Arlington	12,910,066	3.37%	13,812,466	3.53%	14,118,976	3.53%
Bartlett	21,567,854	5.62%	22,890,348	5.85%	23,398,304	5.85%
Collierville	20,456,899	5.34%	21,559,969	5.51%	22,038,402	5.51%
Germantown	15,285,211	4.00%	15,964,550	4.08%	16,318,817	4.08%
Lakeland	2,145,293	0.56%	2,347,728	0.60%	2,399,826	0.60%
Millington	7,125,437	1.86%	7,082,313	1.81%	7,239,475	1.81%
<b>TOTAL</b>	<b>383,088,000</b>	<b>100.00%</b>	<b>391,288,000</b>	<b>100.00%</b>	<b>399,971,000</b>	<b>100.00%</b>

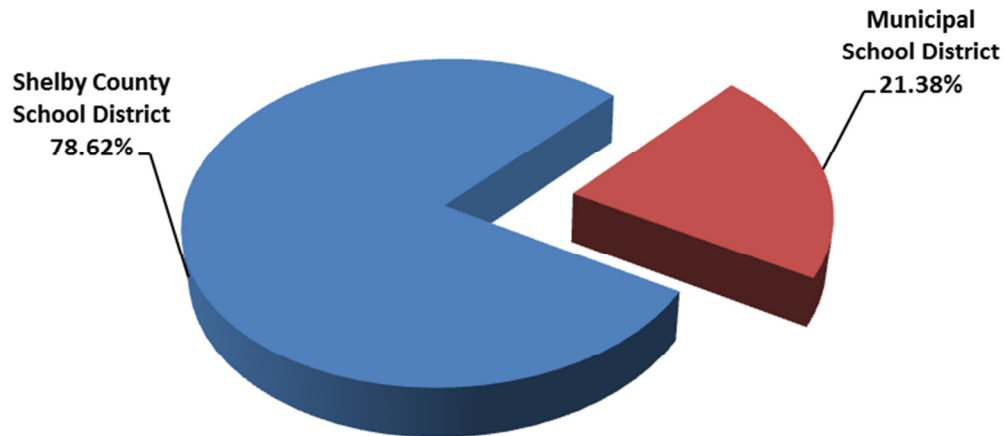
### Allocations to SCS vs Municipal Schools

Shelby	303,597,240	79.25%	307,630,626	78.62%	314,457,200	78.62%
Municipal	79,490,760	20.75%	83,657,374	21.38%	85,513,800	21.38%
<b>TOTAL</b>	<b>383,088,000</b>	<b>100.00%</b>	<b>391,288,000</b>	<b>100.00%</b>	<b>399,971,000</b>	<b>100.00%</b>

(1) Weighted full-time equivalency of average daily attendance (WFTEADA) as certified by State

(2) FY16 Final WFTEADA is the basis for the FY17 Proposed estimates. Sufficient information is not yet available to estimate changes to the ADA for FY17.

**WFTEADA Allocation**  
**Shelby County Schools vs. Municipal Schools**



### **Maintenance of Effort**

As specified by Tennessee Code Annotated (TCA) Section 49-3-314, the County is required to maintain a level of funding to schools that is at least equal to the amount provided in the prior year – on either a total budget or per pupil basis. However, a period of three years is allowed for a post-merger funding level re-set of this “Maintenance of Effort” (MOE) requirement. The baseline year for MOE funding is FY2015; therefore, FY2017 funding will establish the MOE standard for future years.

**County Funding for Education**  
**FY2005 - 2016**

<b>Fiscal Years</b>	<b>Amount</b>	<b>Increase from Prior</b>	<b>%</b>	<b>Other Funding</b>
FY2005	\$325,859,655			
FY2006 - FY2007	\$360,019,604	\$ 34,159,949	10.5%	
FY2008 - FY2013	\$361,288,000	\$ 1,268,396	0.4%	
FY2014	\$381,288,000	\$ 20,000,000	5.5%	\$3,476,432 <sup>1</sup>
FY2015	\$381,288,000	\$ -	0.0%	\$1,800,000 <sup>2</sup>
FY2016	\$391,288,000	\$ 10,000,000	2.6%	
FY2017	\$399,971,000	\$ 8,683,000	2.2%	

<sup>1</sup> Non-recurring appropriation for "Life Safety" capital expenditures from MLG&W settlement funds. ADA distribution not applicable for FY14

<sup>2</sup> Non-recurring appropriation for a Facilities Study from General Fund Balance. ADA distribution applied.

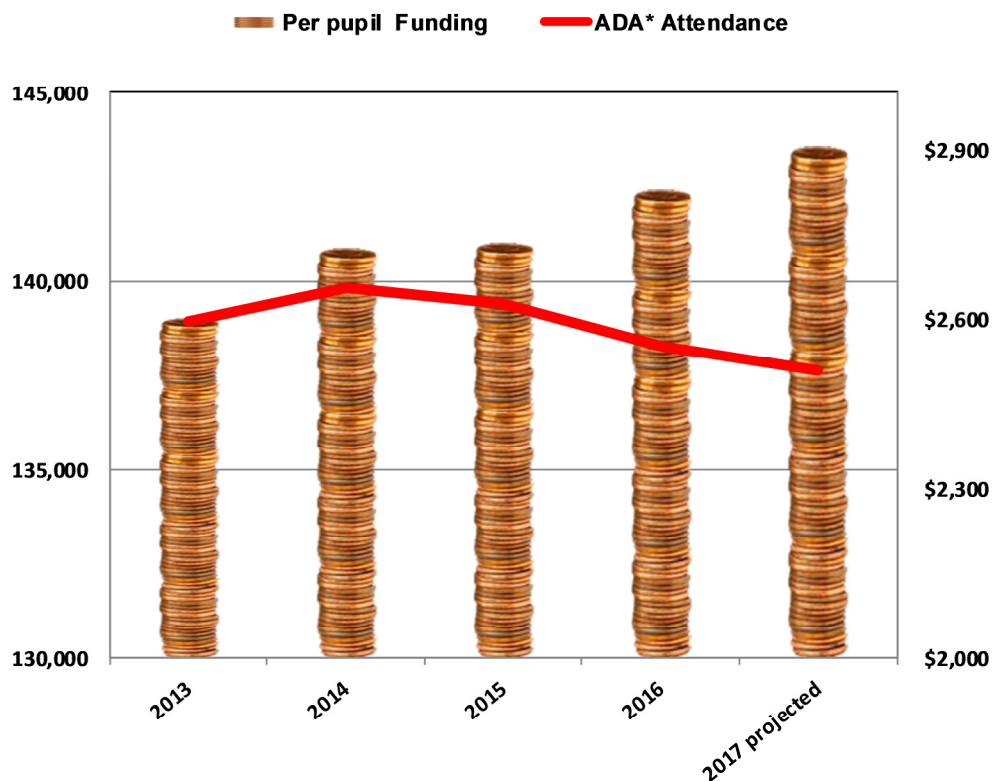
## Shelby County Funding for Education ADA Per Pupil Basis 2013-2017

Year	ADA* Attendance	% change from prior	Shelby County Funding	Per pupil Funding	% change from prior
2013	138,932	-1.2%	\$ 361,288,000	\$ 2,600	1.2%
<sup>1</sup> 2014	139,834	0.6%	\$ 381,288,000	\$ 2,727	4.9%
2015	139,404	-0.3%	\$ 381,288,801	\$ 2,735	0.3%
2016	138,302	-0.8%	\$ 391,288,000	\$ 2,829	3.4%
<sup>2</sup> 2017 projected	137,614	-0.5%	\$ 399,971,000	\$ 2,906	2.7%
<b>% change over 5 yrs</b>		<b>-0.9%</b>			<b>11.8%</b>

### Notes:

<sup>1</sup> Excludes one time funding of \$3,476,432 appropriated for life safety equipment

<sup>2</sup> Projected ADA based on average decline of .5% for past two years



**Attendance declined by -0.9% per pupil while County funding increased by 11.8% per pupil**

\*ADA is unweighted Average Daily Attendance ; includes ASD attendance beginning 2014



**Capital Improvement (CIP) Funding**

Funding for Capital Improvement Projects was deferred during the transitional years of school consolidation followed by the “de-merger” of the County into seven independent districts. A request by the consolidated Shelby County School District for capital improvements was appropriated by the County Commission in FY14 in the amount of \$52,161,500 that included projects for schools that would later become part of the municipal districts. About 50% of these funds have been spent at this time. CIP funds were not appropriated for FY15 or FY16, pending the results of a facilities assessment of all schools in the SCS district with a long term plan for repairs and potential school closures as requested by the Shelby County Commission.

Shelby County generally issues debt for capital improvements for schools. The majority of the County’s current long term debt obligations are related to school construction required to accommodate growth in eastern Shelby County during the 1990s. For FY17 the County expects to spend about \$116 million for debt related to schools – an amount that represents 13.8% of the total property tax rate.

Bond proceeds for CIP expenditures are distributed to the school districts according to prior year ADA ratios. For FY17, 50% of the Wheel Tax is proposed to be used for school CIP expenditures. This amount will be distributed to the school using the current year ADA ratios.



*The original Westhaven Elementary School was demolished to prepare for the construction of a new \$13 million dollar facility scheduled to open in 2016.*

## Account Detail

## All Funds

### Education

Acct	Description	FY 13 Actual	FY 14 Actual	FY 15 Actual	FY 16 Amended Budget	FY 17 Proposed Budget
4001 - Property Taxes-Current		(330,287,991)	(353,566,680)	(358,788,390)	(357,380,000)	(364,228,000)
4002 - Property Taxes-Delinquent		(11,045,412)	(10,288,629)	(13,873,640)	(12,732,000)	(11,753,000)
4016 - Uptown Redevelopment Incremental Taxes		(83,290)	(71,468)	(94,547)	(77,000)	(100,000)
40 - Property Taxes		(341,416,693)	(363,926,777)	(372,756,577)	(370,189,000)	(376,081,000)
4105 - MLG&W In Lieu Of Taxes		(2,511,104)	(6,187,158)	(2,911,771)	(3,085,000)	(3,673,000)
4108 - Exempt Property In Lieu Of Taxes		(3,337,350)	(3,515,262)	(4,396,777)	(4,652,000)	(4,162,000)
4130 - Marriage License Privilege Tax		0	(51,897)	(51,305)	(55,000)	(55,000)
4160 - Wheel Tax		(14,022,852)	(11,083,339)	(1,171,569)	(13,307,000)	(16,000,000)
41 - Other Local Taxes		(19,871,307)	(20,837,655)	(8,531,423)	(21,099,000)	(23,890,000)
<b>Revenue</b>		<b>(361,288,000)</b>	<b>(384,764,432)</b>	<b>(381,288,000)</b>	<b>(391,288,000)</b>	<b>(399,971,000)</b>
8943 - Arlington Municipal Schools		0	0	12,910,066	13,812,467	14,118,976
8944 - Bartlett Municipal Schools		0	0	21,567,854	22,890,348	23,398,304
8945 - Collierville Municipal Schools		0	0	20,456,899	21,559,969	22,038,402
8946 - Germantown Municipal Schools		0	0	15,285,211	15,964,550	16,318,817
8947 - Lakeland Municipal Schools		0	0	2,145,293	2,347,728	2,399,826
8948 - Millington Municipal Schools		0	0	7,125,437	7,082,313	7,239,475
8954 - Memphis City Schools		249,122,187	0	0	0	0
8955 - Shelby County Schools		112,165,813	384,764,432	303,597,240	307,630,625	314,457,200
89 - Affiliated Organizations		361,288,000	384,764,432	383,088,000	391,288,000	399,971,000
<b>Affiliated Organizations</b>		<b>361,288,000</b>	<b>384,764,432</b>	<b>383,088,000</b>	<b>391,288,000</b>	<b>399,971,000</b>
<b>Expenditures</b>		<b>361,288,000</b>	<b>384,764,432</b>	<b>383,088,000</b>	<b>391,288,000</b>	<b>399,971,000</b>
9601 - Transfer From General Fund		0	0	(1,800,000)	0	0
96 - Operating Transfers In		0	0	(1,800,000)	0	0
<b>Operating Transfers In</b>		<b>0</b>	<b>0</b>	<b>(1,800,000)</b>	<b>0</b>	<b>0</b>
<b>Net Transfers</b>		<b>0</b>	<b>0</b>	<b>(1,800,000)</b>	<b>0</b>	<b>0</b>
<b>Education Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# **DEBT SERVICE**



# **FY17 PROPOSED BUDGET**

**DEBT MANAGEMENT POLICY**

Shelby County has adopted and maintains an updated debt management policy to provide written guidance related to the purpose and use of debt to fund the County's capital needs and the process of issuance of the County's debt obligations. The debt policy is intended to assist in maintaining the County's ability to incur debt and other long-term obligations at favorable interest rates and to repay debt responsibly without impairing other resources. Responsible issuance of debt for capital needs provides an investment in our community and makes these capital expenditures affordable to current users while allowing capital costs to be more equitably distributed to both current and future users.

The debt policy formally establishes the parameters for issuing debt in consideration of the County's ability to repay financial obligations within the context of legal, economic, financial and debt market conditions. It is intended to provide guidance in debt issuance decisions, to promote sound financial management, to protect and enhance the County's credit rating, to ensure the legal use of debt proceeds and to provide for the evaluation of debt issuance options. Specific guidelines in the policy address the types of acceptable investments, diversification, interest structure, the use of derivatives, and debt refunding.

The Debt Management Policy for Shelby County was first established by resolution in 2002 and updated in 2005 and 2011. The current Debt Management Policy was updated and adopted by resolution in 2014.

**USE AND PURPOSE OF DEBT**

Debt is issued primarily for school construction and for major capital improvements to County facilities, roads and equipment with a cost in excess of \$100,000. A five-year Capital Improvement Plan is developed and updated annually as a part of the budget process. The plan includes consideration of all funding sources and the timing of the capital projects identified in the operating and capital budgets. During the annual budgeting process, the current year proposed capital improvement projects are reviewed and prioritized to ensure consistency with the County's goals and objectives.

The County's share of allocations in the Capital Improvement Plan is limited to approximately \$75 million each year. To the extent practical, no more than \$55 million will be funded by debt each year. About 77% of the County's total expenditure for Debt is related to schools.

**CAPITAL FINANCING**

Decisions regarding the use of capital financing are based in part on the long-term needs of the County versus the amount of other funding resources dedicated in a given fiscal year to capital outlay on a "Pay-As-You-Go" basis, as defined below. It is the County's preference to provide capital outlay on a Pay-As-You-Go basis, except for Education capital funding and for projects in excess of \$5 million. The County also includes Pay-As-You-Go funding in the Operating Budget for smaller asset acquisitions and improvements each year rather than in the Capital Improvement Budget. These capital expenditures are detailed in the CIP section of this book. The Capital Improvement Plan identifies the projects intended to be financed by the issuance of debt.

Capital financing typically includes two types of funding: Pay-As-You-Go and Debt financing:

Pay-As-You-Go financing is defined as all sources of funding other than debt issuance, i.e. fund balance, contributions, investment earnings and grants. To the extent available, this form of financing will be used for:

- Projects that do not constitute assets of the County
- Smaller projects or those with a shorter useful life
- Other non-school related projects

Debt Financing is generally obtained through a short term borrowing program or the issuance of long term general obligation debt. A short term borrowing program may be established each fiscal year to cover the estimated amount of current year payments for projects authorized in that year as well as the payments expected from projects appropriated in previous fiscal years and continuing into the current year. When short term borrowing is used, it is converted to long term general obligation debt within two years after the initial sale.

## **BOND RATINGS**

Credit ratings issued by the bond rating agencies are a major factor in determining the cost of borrowed funds in the municipal bond market. Determination of a credit rating by a rating agency is based on the rating agency's assessment of the credit worthiness of an issuer with respect to a specific obligation. To make this judgment, the rating agencies analyze the issuer in four broad areas: economic base, debt burden, administrative management and fiscal management. In an effort to maintain the ability to access the municipal markets at the lowest cost, Shelby County intends to maintain or increase the current ratings assigned by the nation rating agencies.

Current bond ratings:    Moody's    AA1  
                                 S&P/Fitch   AA+

## **DEBT LIMIT**

Debt may generally be issued without regard to any limit on indebtedness. However, the Debt Management Policy stipulates that General Obligation Bonds and Notes should be maintained at a level considered manageable by the rating agencies based upon current economic conditions such as population, per capita income and assessed valuation. Several debt affordability target ratios were established for this purpose. The County conducts its finances so that the amount of general obligation debt does not exceed 12% of the County's taxable assessed valuation or 5% of the appraised valuation. On a per capita basis, debt should be maintained at a level below 6% of the personal income of County residents. Comparisons of actual performance versus standards established by the current County Debt Management Policy are shown on the following page.

Shelby County's tax-supported debt level peaked in fiscal year 2007 at \$1.85 billion and has been declining since then. It is the County's intent to consistently reduce its outstanding debt over time until debt reaches a level of approximately \$700 million.

## Debt Service Fund Overview

## FY17 Proposed Budget

### Debt Affordability Targets:

Debt to Appraised Property Value Percentage	Under 5%
Debt to Assessed property Value Percentage	Under 12%
Debt to Per Capita Personal Income Percentage	Under 6%
Principal Debt Percent Retired in Ten Years	Over 50%
Debt Service as Percent of Non-Capital Expenditures	Under 20%
Debt per Capita	Under \$2,000

<b>BONDED DEBT RATIO ANALYSIS</b>					
(in thousands)					
		<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Appraised Property Valuation		\$ 64,287,974	\$ 63,834,912	\$ 60,586,935	\$ 59,884,234
Assessed Valuation		18,999,484	18,847,861	18,165,887	17,966,889
Total General Fund Revenue		362,350	368,929	380,460	381,887
Total General Obligation Debt		1,455,753	1,374,036	1,269,191	1,143,350
<u>Debt Ratio Targets</u>	<u>Goal</u>				
Debt to Appraised Valuation %	< 5%	2.26%	2.15%	2.09%	1.91%
Debt to Assessed Property Valuation %	< 12%	7.66%	7.29%	6.99%	6.36%
Debt Per Capita	< \$2,000	1,598	1,483	1,375	1,331
Debt to Per Capita Personal Income %	< 6%	3.92%	3.50%	3.24%	3.08%
Principal Debt % Retired in 10 Years	> 50%	63.29%	65.93%	70.78%	76.84%
Debt Service as % of Non-Capital Expenditures	< 20%	15.65%	16.29%	16.07%	15.93%
<u>Fund Balance Targets:</u>					
General Fund - Unassigned as % of annual revenue	20 - 30%	25.28%	25.73%	26.93%	28.22%
(preferred balance > 25%)					
Debt Service Fund - Committed as % of annual revenue	20 - 30%	54.05%	47.55%	45.14%	44.17%
(preferred balance > 25%)					

*Shelby County's debt obligations are within the stated affordability targets, with favorable trends achieved over the past four years.*

## Debt Service Fund Overview

## FY17 Proposed Budget

### OUTSTANDING DEBT OBLIGATIONS

As of June 30, 2016

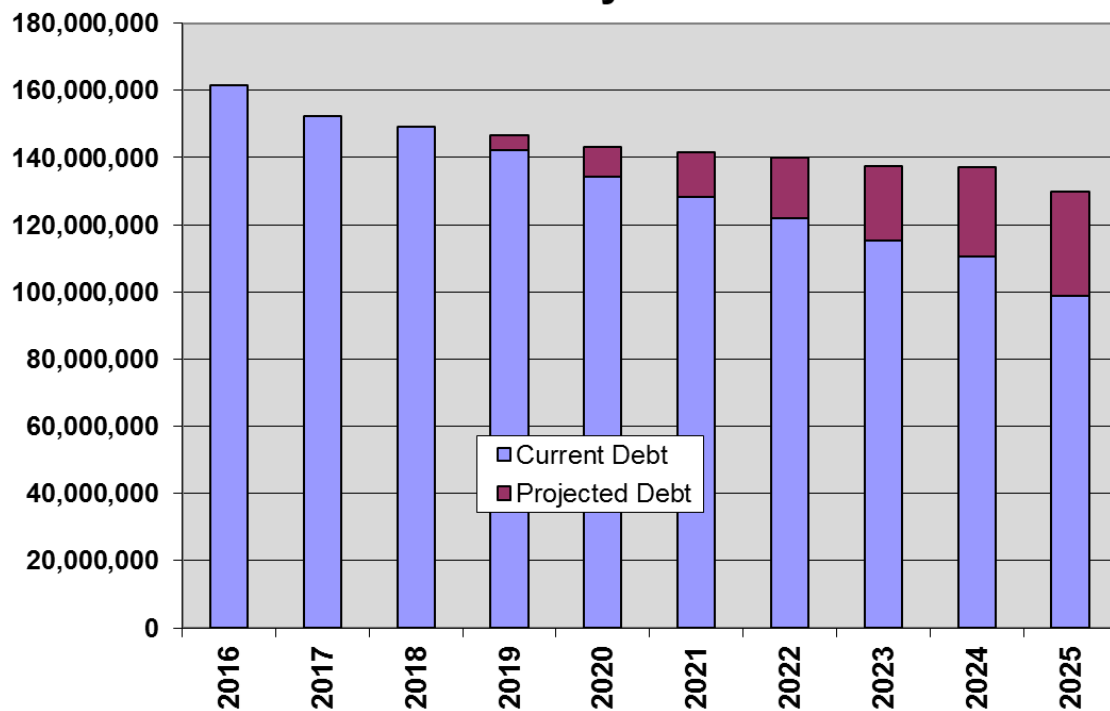
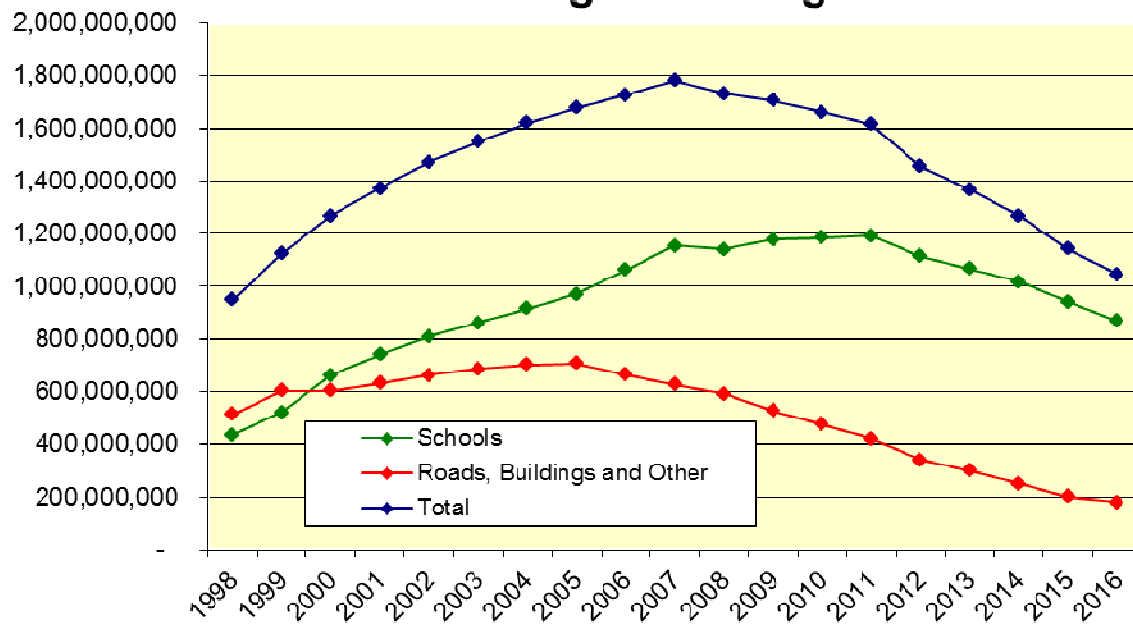
	Debt Outstanding	FY17 Payment Requirement		
	at 6/30/16	Principal	Interest	Total
Schools	824,234,883	73,163,181	42,918,841	116,082,022
County Infrastructure	173,825,728	18,555,897	12,119,645	30,675,542
<b>Total Bonds and Notes Payable</b>	<b>998,060,611</b>	<b>91,719,078</b>	<b>55,038,486</b>	<b>146,757,564</b>
Commercial Paper - Projected	50,000,000 <sup>1</sup>	-	-	- <sup>2</sup>
Issuance and Other Costs	-	-	2,000,000	2,000,000
Capital Leases - Forensic Center	5,762,440	364,972	122,621	487,593
<b>TOTAL DEBT OUTSTANDING</b>	<b>1,053,823,051</b>	<b>92,084,050</b>	<b>57,161,107</b>	<b>149,245,157</b>

FY17 Budgeted Debt Payments	Schedule of Outstanding Bonded Debt at 6/30/16			
	FY Ended June	Bonds Payable	Interest Payable	Fiscal Total
	2017	91,719,078	55,038,486	146,757,564
	2018	96,331,321	43,344,823	139,676,144
	2019	92,601,321	39,179,584	131,780,905
	2020	90,691,321	35,090,688	125,782,009
	2021	88,523,821	31,061,183	119,585,004
	2022	85,666,321	27,239,686	112,906,007
	2023	84,471,321	23,777,167	108,248,488
	2024	76,241,321	20,283,914	96,525,235
2025	75,191,321	17,034,008	92,225,329	
2026	65,451,321	13,727,282	79,178,603	
2027	43,670,604	10,332,436	54,003,040	
2028	21,559,040	5,311,107	26,870,147	
2029	19,482,500	4,195,522	23,678,022	
2030	13,125,000	3,340,331	16,465,331	
2031	26,645,000	2,536,778	29,181,778	
2032	7,687,500	1,480,588	9,168,088	
2033	8,017,500	1,046,825	9,064,325	
2034	8,367,500	594,500	8,962,000	
2035	1,277,500	122,500	1,400,000	
2036	1,340,000	58,625	1,398,625	
	TOTAL	998,060,611	334,796,033	1,332,856,644

<sup>1</sup> Projected balance is dependent on capital disbursements through June 30, 2016.

<sup>2</sup> Debt Service on EMPC Notes included in CIP Fund



**Debt Service By Year 2016 - 2025****General Obligation Long Term Debt**

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# **CAPITAL IMPROVEMENT PLAN**



## **FY17 PROPOSED BUDGET**

# CAPITAL IMPROVEMENT PLAN



## Fiscal Years 2017 through 2021

**CIP Process**

The County annually prepares a five year Capital Improvement Plan (CIP) for capital expenditures, as defined below. Each elected official and division director is asked to evaluate their capital needs for the next five years and to submit their requests for inclusion in the Capital Improvement Plan. Projects are prioritized based on the urgency of the need, as described in the request, with consideration also given to whether the project was included in the prior year CIP. A major factor in determining priorities is whether the project improves the efficiency and effectiveness of County government and provides cost savings to the County. Other factors considered in prioritizing projects include compliance with safety, health or regulatory requirements, public health or safety, economic development, infrastructure preservation and environmental impact. Any projects related to information technology purchases or upgrades are reviewed and rated by the Information Technology Steering Committee. Their recommendations and priorities are reflected in this plan.

Although the five-year Capital Improvement Plan is approved in total, only the budget for the first year is actually adopted as the CIP Budget. This budget is an allocation or indication of intent by the County Commission. The remaining four years are approved as the plan for the subsequent years. All projects in the approved Capital Improvement Budget are subject to subsequent appropriation by the Board of Commissioners. Each project must be approved by a resolution to appropriate the amount for the project and to approve the contract or purchase within the scope of the project. Because it is impossible to plan every asset acquisition need in advance, a contingency has also been provided within the CIP budget for those unexpected items.

**CIP Definition**

A Capital Improvement Project is defined to encompass those steps required to design and construct or purchase a self-contained capital asset, or the acquisition of land regardless of cost. All costs which represent items that are physically a part of a project qualify if the project exceeds a cost of \$100,000, with at least one major component with a cost in excess of \$25,000. Only buildings and property that are directly associated with Shelby County Government and related agencies qualify for receipt of CIP funds; financial assistance provided to other entities for capital projects would be considered grants from the County.

Projects included in the Capital Improvement Plan that cost in excess of \$100,000 must have a useful life of at least ten years, except for computer projects that must have a life of at least five years. For the past several years, the County has provided pay-as-you-go funding for smaller and shorter life projects, reducing our dependence on debt. Planned asset acquisitions that do not meet these definitions are requested as a part of the operating budget.

**CIP Funding**

As part of the County's "Debt Management Plan" the County has established \$75 million as the maximum annual CIP amount from County funds (debt and pay-as-you-go). About two-thirds of this amount has traditionally been designated on an annual basis for school project funding. However, since 2010 the amount has varied depending on the demonstrated needs of the Shelby County Schools. The Shelby County Schools have recently completed an assessment of all of their facilities. With current utilization and projected enrollments taken into consideration, the Shelby County Schools will determine their priorities and then submit a long term facility plan for their capital requests for at least the next five years. Since the County has not yet received the Shelby County Schools' facilities plan and request for capital needs, the Capital Improvement Plan includes only the portion of the Wheel Tax allocated for school capital funding.

The projects included for the current plan have been prioritized to stay within the established maximum, with some projects delayed by at least one year, with consideration of potential school capital needs. Funding for the county's portion of the CIP Budget is generally obtained through a short term borrowing program or the issuance of long term general obligation debt. A short term borrowing program may be established each fiscal year to cover the estimated amount of current year payments for projects authorized in that year as well as the payments expected from projects appropriated in previous fiscal years and continuing into the current year. When short term borrowing is used, it is converted to long term general obligation debt within approximately two years after the initial sale.

If a short term borrowing program is utilized, then in addition to establishing the borrowing program size, the County Commission must approve and adopt an initial authorizing bond resolution that provides the funding for the current fiscal year's capital plan. The amount to be authorized in this resolution is based on the assumption that all allocations in the current fiscal year's plan will be appropriated. Any unused prior year authorization may carry forward and be netted against the current year's requirement.

The County provides some funding to CIP for pay-as-you-go rather than debt issuance. Pay-as-you-go funds, to the extent available, will generally be used for smaller projects, projects that have a shorter useful life, and other non-school projects. Debt will be used for schools, large projects and when pay-as-you-go funds are not available. The County intends to develop an ongoing pay-as-you-go program to the extent that funding can be identified.

To provide a more complete overview of total County resources invested in capital assets, any projects funded outside the CIP budget are also listed for reference within this section. Special Revenue, Enterprise or Grant fund sources are utilized for eligible capital projects before CIP funds. Planned capital acquisitions that do not meet the minimum criteria for inclusion in the Capital Improvements Plan based on cost or expected life are also listed.

### **Impact of CIP on Operating Costs**

All projects submitted for consideration in the CIP plan include an analysis of any estimated current or future impact on the annual operating budget. Anticipated revenues, expenditures (or savings) for personnel costs, maintenance or repairs, or other operating costs are disclosed and quantified for evaluation. Recurring annual expenditures associated with capital projects are excluded from CIP funding and included in the operating budget, if necessary. In cases of cost or risk avoidance as the primary impact factor, the nature of the risk or potential cost is identified and assessed. Any additional operating expenditures or anticipated savings related to new capital projects are noted in the project detail.

### **CIP Project Detail**

Detailed project request forms submitted for each capital project are available for review by the County Commissioners and the public on the Finance website. Project summaries are included in the Proposed Budget Summary to provide an overview of the project scope and cost for all projects allocated for FY17 – FY21.

For the individual projects listed, the amounts reflected for "prior year" are only for the project being approved. Any past projects that have been completed will no longer have their related cost listed as "prior year" and will not be a part of the presented budget package. Year one of the CIP Budget establishes the specific projects and the maximum amount of contracts that may be awarded and approved for the fiscal year. Projects may be completed and contractors paid within the fiscal year or construction may continue into one or more future years.



# Shelby County Capital Improvement Plan Summary of Project Allocations and Funding

FY 2017-2021

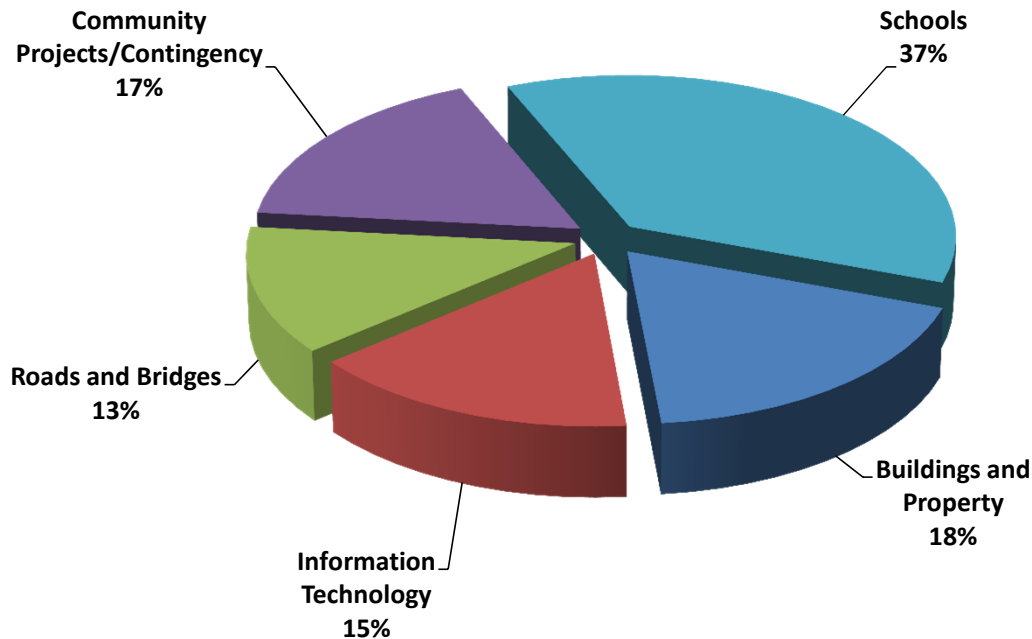
<b>Funding Sources:</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Five Year Total</b>
<b>Federal Funding</b>	4,125,000	1,500,000	14,850,000	8,867,500	31,012,500	60,355,000
<b>Other Government Reimbursements</b>	-	-	-	2,160,000	-	2,160,000
<b>Transfer from Debt Service</b>	6,680,000	6,746,800	6,814,268	6,882,411	6,951,235	34,074,713
<b>County Funding</b>	17,536,585	24,396,700	45,205,732	18,340,089	25,471,647	130,950,754
<b>Wheel Tax</b>	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	80,000,000
<b>Total Funding Sources</b>	<b>\$44,341,585</b>	<b>\$ 48,643,500</b>	<b>\$ 82,870,000</b>	<b>\$ 52,250,000</b>	<b>\$ 79,435,382</b>	<b>\$ 307,540,467</b>

<b>Project Type Summary:</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Five Year Total</b>
<b>Buildings and Property</b>	7,775,000	16,243,500	42,070,000	10,250,000	17,685,382	94,023,882
<b>Information Technology</b>	6,691,585	4,600,000	-	6,500,000	-	17,791,585
<b>Roads and Bridges</b>	5,500,000	2,000,000	19,800,000	14,500,000	40,750,000	82,550,000
<b>Community Projects/Contingency</b>	7,375,000	8,800,000	4,000,000	4,000,000	4,000,000	28,175,000
<b>Schools</b>	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	80,000,000
<b>EMCP Interest &amp; Issuance Expense</b>	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Total Projects</b>	<b>\$44,341,585</b>	<b>\$ 48,643,500</b>	<b>\$ 82,870,000</b>	<b>\$ 52,250,000</b>	<b>\$ 79,435,382</b>	<b>\$ 307,540,467</b>

<b>County Allocation Share:*</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>Total</b>
<b>Schools</b>	16,000,000	16,000,000	16,000,000	16,000,000	16,000,000	80,000,000
<b>County Infrastructure</b>	24,216,585	31,143,500	52,020,000	25,222,500	32,422,882	165,025,467
<b>Total County Allocations</b>	<b>\$40,216,585</b>	<b>\$ 47,143,500</b>	<b>\$ 68,020,000</b>	<b>\$ 41,222,500</b>	<b>\$ 48,422,882</b>	<b>\$ 245,025,467</b>

\*County Share of Allocations excludes Federal, State, & Other Government Reimbursements.

## FY17 CIP Budget Allocations



## Summary of FY17 CIP Allocations by Project

Project Number	Project Name	Total Project	County Share
<b><u>BUILDINGS &amp; PROPERTY:</u></b>			
<b>ADMIN BUILDINGS &amp; PUBLIC WORKS</b>			
307375	ADA - Title 2 Compliance: Building Upgrades	250,000	250,000
	160 N. Main Roof Replacement (Vasco A Smith)	40,000	40,000
	1075 Mullins Station Office Renovation (PEAB)	160,000	160,000
	Total Health Wellness On-Site Health Clinic	175,000	175,000
307395	1060 Madison Renovation	3,200,000	3,200,000
		<b>3,825,000</b>	<b>3,825,000</b>
<b>CRIMINAL JUSTICE</b>			
610177	Land/Mobile Radio for City/County	1,000,000	1,000,000
630173	Jail Roof Replacement (A&E)	25,000	25,000
	Radio Shop Expansion	275,000	275,000
		<b>1,300,000</b>	<b>1,300,000</b>
<b>COURTS</b>			
706173	Roof Replacement - Juvenile Court	450,000	450,000
		<b>450,000</b>	<b>450,000</b>
<b>HEALTH</b>			
307386	814 Jefferson Renovation	1,200,000	1,200,000
	Health Admin Relocation	1,000,000	1,000,000
		<b>2,200,000</b>	<b>2,200,000</b>
	<b>Total Buildings and Property</b>	<b>7,775,000</b>	<b>7,775,000</b>
<b><u>INFORMATION TECHNOLOGY:</u></b>			
	Out of Region Disaster Recovery Warm Site	500,000	500,000
800971	ESM Voter Registration System Replacement	1,000,000	1,000,000
250277	Countywide Planimetric Digital Data	1,100,000	1,100,000
	Sheriff - Body/Vehicle Camera and Vehicle Locators	2,500,000	2,500,000
	Single Sign On Management	350,000	350,000
	JC - Electronic Medical Records System	350,000	350,000
	Lodox Body Imaging System	441,585	441,585
	Enhanced Data Encryption	200,000	200,000
	Security Incident & Event Management	250,000	250,000
		<b>6,691,585</b>	<b>6,691,585</b>
<b><u>ROADS AND BRIDGES SUMMARY:</u></b>			
301082	Walnut Grove	1,000,000	250,000
301084	Houston Levee	1,500,000	375,000
301083	Macon Road	1,500,000	375,000
301089	Hacks Cross	1,500,000	375,000
		<b>5,500,000</b>	<b>1,375,000</b>
<b><u>COMMUNITY PROJECTS AND CONTINGENCY:</u></b>			
	FedEx Forum Maintenance	2,000,000	2,000,000
	Veteran's home	2,000,000	2,000,000
	HVAC Retrofit & Replacement for Agricenter	2,250,000	2,250,000
201276	Shelby Farms Conservancy Storage Building	125,000	125,000
201299	Contingency	1,000,000	1,000,000
		<b>7,375,000</b>	<b>7,375,000</b>
<b><u>DEBT ISSUANCE EXPENSE</u></b>			
201299	EMCP Interest & Issue Expense	1,000,000	1,000,000
		<b>1,000,000</b>	<b>1,000,000</b>
<b><u>SCHOOLS</u></b>			
	Schools	16,000,000	16,000,000
		<b>16,000,000</b>	<b>16,000,000</b>
	<b>TOTAL FY17 CIP ALLOCATIONS</b>	<b>\$ 44,341,585</b>	<b>\$ 40,216,585</b>





## **Shelby County Capital Improvement Plan Summary of Projects Allocated for 2017**

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### **Buildings and Property Projects**

#### **ADA - Title 2 Compliance: Building Upgrades: \$250,000 (\$250,000/yr for subsequent years, FY18-FY21)**

In a proactive effort to avoid potential litigation, SCG is systematically addressing ADA non-compliance in all SCG buildings. This is a multi-year project to upgrade existing facilities and to achieve compliance with ADA Title II building codes. The SCG building inventory will be surveyed to determine extent of need, and implementation will be prioritized accordingly.

#### **160 N. Main Roof Replacement (Vasco A. Smith): \$40,000 (FY18 - \$260,000)**

The roof of the Vasco A. Smith, Jr. Administration Building is near the end of the manufacturer's recommended useful life and needs to be replaced. The existing roof was installed in 1998 with 18 years of wear. When it was installed, the roof came with a 10 year warranty, which has expired. Support Services has been patching the roof several times each year ever since.

#### **1075 Mullins Station Office Renovation (PEAB): \$160,000 (FY18 - \$2,200,000)**

The Peggy Edmiston Building (PEAB) was built in 1935 and originally housed the old Shelby County Health Care Center which was closed in 2001 and subsequently converted to administrative offices. During the past 10 years, the County has invested over \$2.5 million in redeveloping the PEAB, however most of the projects addressed site and structural improvements, and mechanical systems (i.e. parking lot improvement, roofing and HVAC). This project addresses building improvements within the east-wing of the complex which houses the Office of the Shelby County Assessor and consists of redesigning public service counters, restroom renovations, replacing flooring, painting and modular workstations. Additional work includes HVAC ductwork replacement and control upgrades, additional lighting, and electrical upgrades.

#### **Total Health Wellness On-Site Health Clinic: \$175,000**

Buck Consultants performed a data analysis utilizing the County's claims experience from 1/13 through 9/15 to identify the feasibility and cost effectiveness of providing a worksite medical clinic for Shelby County employees. The analysis indicated a potential for a positive return on investment for a full service on-site clinic within two (2) years. Buck anticipates that in year 1 the Shelby County clinic will experience a loss of approx. \$433K due to the initial investment required including for build-out and implementation costs. The group health insurance plan could reduce this loss in year 1 by including the initial build out of the clinic as part of the Capital Improvement Budget. Clinics generally range from 200 ft<sup>2</sup> to as much as 25,000 ft<sup>2</sup>. Most are 500 to 2000 ft<sup>2</sup>. This proposal is for 1000 ft<sup>2</sup> at an estimated cost of \$175/ft<sup>2</sup> build out within the Peggy Edmiston Administration Building (PEAB) located at 1075 Mullins Station Rd.

#### **1060 Madison Renovation: \$3,200,000**

The building located at 1060 Madison Ave. is the former Shelby County Forensic Center. The forensic function was relocated to the new West Tennessee Regional Forensic Center on Poplar in 2013. The building has been vacant since then, with the exception of an 9-month stint, when it was partially occupied by the Corrections Re-Entry Program. The building was originally constructed in the 1920s and an autopsy suite was added to the north side later. The combination of age and neglect over the years have resulted in the need for complete renovation. Community Services currently operates functions in leased space, and will move into 1060 Madison after renovation in order to reduce operating expenses. An A/E consultant was hired in FY16 to design the renovation of the building. This project represents implementation of design via construction. This project was originally included in the Health Department Master Plan (# 307386) but was separated in FY16.

#### **Land/Mobile Radio for City/County: \$1,000,000 (FY18 - \$8,000,000; FY19 - \$12,000,000)**

The current radio system is co-owned by the City of Memphis (60%) and Shelby County (40%) and reaches end of life for continued support in 2017. The systems are currently housed on 9 radio towers providing county-wide coverage for approximately 16,000 local government and public safety radios. The FCC mandates that our system be P-25 compliant by the year 2017 and our current system only partially complies; the only reusable infrastructure will be the physical tower sites. All vehicle and hand-held radios will have to be replaced as well as software and other hardware components. This project outlines only our portion of the project expense.

#### **Jail Roof Replacement (A&E): \$25,000 (FY18 - \$275,000)**

The roof for the old Jail has to be patched and/or repaired numerous times each year due to exposure to extreme weather conditions. The warranty for this roof is near its expiration date.



## **Shelby County Capital Improvement Plan Summary of Projects Allocated for 2017**

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### **Radio Shop Expansion: \$275,000**

This project provides for the redesign and expansion of an existing structure located at 11670 Memphis-Arlington Road, Building B. The construction will increase the square footage of existing storage bay demolition of the north wall and expand the building into an area currently used as a small fenced lot. The interior will be renovated by demolition of existing walls that separate bay space and opening the footprint to allow a large open area for radio technicians to install, repair and train. The work will also add a small restroom and will be upfitted for compatibility with NextGen radio systems repairs and services.

### **Juvenile Court Roof Replacement: \$450,000**

As evidenced by several years of unsuccessful roof repair projects, the building needs installation of a replacement roof. Major leaks in a number of locations throughout the building pose safety risk for clients and staff, and could result in damage to interior surfaces, materials, furnishings and equipment.

### **814 Jefferson Renovation: \$1,200,000 (FY19 - \$19,900,000)**

The Shelby County Health Department facility is located at 814 Jefferson. The facility is comprised of three buildings: the original two-story building constructed in the 1950s, the six-story addition constructed in 1971, and the auditorium also constructed in 1971. Due to the age of the buildings, major expenditures are necessary to correct and/or repair building deficiencies, infrastructure problems and code compliance issues. Corrective action is required to address the following issues, as a minimum: brick façade repairs, asbestos abatement, roof replacement, HVAC replacement, electrical system grounding, ADA Title 2 compliance, and interior refurbishment. Preliminary cost estimates total several million dollars. In FY2013, Allen & Hoshall was selected to conduct a comprehensive analysis of Health Department facility needs and determine the feasibility of significant investment in the current facility or alternative locations. Pending the recommendations from consultants in FY2016 regarding renovation or alternate locations, design work and planning will commence in FY17.

### **Health Admin Relocation: \$1,000,000**

Relocation of some Health Department employees to 160 N. Main will be necessary to complete renovations at the current 814 Jefferson building. These funds will provide for the necessary office construction or cubicle partitions and furniture.

## **Information Technology Projects**

### **Out of Region Disaster Recovery Warm Site: \$500,000**

The County currently performs data backup operations for computer systems in each of its two datacenters. Copies of the entire backup data are stored at both datacenters to facilitate off-site recovery of County data, should disaster strike one of the datacenters. The County's current data recovery preparations are insufficient for recovery of computer services in the event of a massive earthquake, or other regional disaster. The warm recovery site for these critical County systems will be a disaster resistant facility, located more than 100 miles away from Shelby County, and be powered by an electrical power grid different from the County's TVA supplied grid. The site will receive daily updates of the County's backup data, and have sufficient available, Internet accessible computer server resources for hosting the critical County systems when needed.

### **ESM Voter Registration System Replacement: \$1,000,000**

The Shelby County Election Commission's voter registration system software is Election System Management (ESM). ESM is one of a five part election delivery system infrastructure. The ESM voter registration system is a critical system that is operating without vendor support or maintenance and therefore presents a critical risk with exceptionally high consequence. This also presents security risks. The main objective of this project is risk mitigation. While ESM is generically referred to as the 'voter registration system' as it manages the Shelby County voter registration database, it serves numerous other functions such as voter history update, ballot build, voting, redistricting, reporting, etc. Replacement for ESM would require one or more systems that replicates all of the current ESM functionality.

### **Countywide Planimetric Digital Data: \$1,100,000**

Shelby County has not procured a County-wide set of accurately mapped features since the never-completed CAMAS project was dropped in 1978. It would prove beneficial to acquire a comprehensive set of digital features derived from highly accurate aerial imagery that can be shared among all the local government agencies using a single source technical vendor to ensure a commonality of feature attributes, naming conventions, data descriptions, etc. This comprehensive data set would form the nucleus of a publicly-accessible base map for all or most of the websites within the County who publish geospatial information.

### **Sheriff - Body/Vehicle Camera and Vehicle Locators: \$2,500,000**

This project is to develop, install and provide maintenance for a single-source solution that provides an integrated body-worn camera, vehicle camera and automated vehicle locator system that will be used by our officers in the field and interact with our CAD system.



## **Shelby County Capital Improvement Plan Summary of Projects Allocated for 2017**

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### **Single Sign On Management: \$350,000**

The need for increased security has resulted in the use of multiple User ID and Passwords to sign on to many applications. The rules for creating User ID and Password is different from one software application to another has created the situation where a user has to remember multiple User IDs and the corresponding passwords. We are seeking to simplify the sign on process by employing Single Sign-on Management Software.

### **Juvenile Court - Electronic Medical Records System: \$350,000**

Under the supervision of the Department of Justice, Juvenile Court Detention Services (JCDS) contracts for detainee medical services with Correct Care Solutions (CCS). Part of the medical service delivery system includes the implementation of an Electronic Medical Record (EMR) system, NextGen, that is currently being used for the Jail, Jail East and Shelby County Division of Corrections. This project will include the purchase of the NextGen licenses, software implementation, testing, training, and the placing of the EMR into service. Furthermore, an audit system will be implemented, as well as a historical conversion of current health records, and patient synch software.

### **Lodox Body Imaging System: \$441,585**

There is currently only one functioning x-ray unit at the Forensics Center. This unit is very old and our ability to function will be greatly impaired should this unit become disabled. The Lodox Stats is technology that obtains high quality full-body radiographic images in a very short period of time. It has been proven to complete 7 full-body scans in the time to do 1 using the traditional technology. It is particularly helpful in foreign body detection in gunshot cases, and fracture detection in abuse/trauma cases with children and elder adults. Although the Lodox system quoted is self contained, it is recommended that an imaging storing system PACS also accompany the Lodox. Currently the WTRFC has no imaging server and stored images are only backed up if they are placed on the Forensic Center DIDI System. The Lodox System and the PACS storage system will revolutionize how the forensic center does business and will place them on a path to excellence.

### **Enhanced Data Encryption: \$200,000**

The purpose of this CIP project is to provide for the encryption of sensitive data including Protected Health Information (PHI) and Card Holder Data (CHD) which is stored and transmitted on, or from, Shelby County Government systems. The ideal solutions will allow for the centralized management of an encryption solution for storage (on servers, workstations, laptops, and removable drives), SCG County email (allowing the sending and receiving of sensitive information), and County-issued mobile smart phone devices. The FY15 HIPAA and HITECH Act risk assessment, covering Health Services, Corrections, the Aging Commission, and ITS identified lack of encryption solutions as a significant risk and recommends the implementation of improved encryption to reduce the risk of data breach under HIPAA requirement §164.312(a)(2)(iv) for all areas mentioned.

### **Security Incident & Event Management: \$250,000**

A Security Incident and Event Management system for Shelby County Government (SCG) provided resources will provide for much better visibility, live alerting, and response while also greatly enhancing data mining capabilities for response to data breaches. This will allow for more efficient identification of and response to threats affecting SCG ITS provided and maintained systems and users. The current solution scope includes the network ingress and egress points, primary routers and firewalls, and the servers and workstations which are current in scope for the County's identified departments handling Protected Health Information (PHI) and Card Holder Data (CHD). The ideal solution will allow for the centralized management of logs from network, server, and workstation devices and easy scaling to new devices as they are determined to transmit, process, or store sensitive data.

## **Roads and Bridges Projects**

### **Walnut Grove: \$250,000 - County Share (FY18 - \$250,000; FY20 - \$2,862,500 - County Share)**

This project improves a 1.0 mile of segment of Walnut Grove Road by widening the existing roadway from two to four lanes, correcting geometry, adding bicycle and pedestrian facilities for improved mobility and widening the bridge over Grays Creek. This project includes improvements at the intersection of Houston Levee Road and Walnut Grove. This route provides one of only two east-west crossings of Grays Creek. \$1 million has been allocated in FY17 for preliminary engineering and right of way phase for design and \$1 million in FY18 for the final design and ROW purchase.

### **Houston Levee: \$375,000 - County Share (FY21 - \$3,600,000 - County Share)**

This project improves Houston Levee Road by widening the segment from Walnut Grove to the Wolf River Bridge from two to four lanes. The roadway segment will include a median with pedestrian and bicycle facilities and landscaping. Length (miles) 1.67. This project improves emergency vehicle access along a major north-south corridor in Shelby County.



## **Shelby County Capital Improvement Plan Summary of Projects Allocated for 2017**

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### **Macon Road: \$375,000 - County Share (FY19 - \$450,000; FY21 - \$4,337,500 - County Share)**

This project provides 1.73 miles of roadway improvements by widening of Macon Road from two to four lanes from Berryhill Road to Houston Levee Road, addition of pedestrian and bicycle facilities, and construction of a new bridge over Gray's Creek. Intersection improvements will be made at Berryhill Road, Lenow Road, Rebel Drive, Big Orange, Far Road, and Houston Levee Road.

### **Hacks Cross: \$375,000 - County Share (FY18 - \$250,000; FY19 - \$4,500,000 - County Share)**

This project improves a 1.8-mile segment of Hacks Cross Road from Shelby Drive to Stateline Road by widening the roadway from two to seven lanes. The improvements will include pedestrian and bicycle facilities and landscaping. This corridor is a major north-south connector that is highly congested with traffic traveling through Unincorporated Shelby County, the City of Memphis and north Mississippi. Hacks Cross Road has an interchange at State Route 385 which is a significant traffic generator.

## **Community Projects**

### **FedEx Forum Maintenance: \$2,000,000 (\$3,000,000/yr for subsequent years, FY18-FY21)**

The FedEx Forum is now in its 11th year of operation and the capital needs are increasing. The agreements with the Memphis Grizzlies provide that they will manage the FedEx Forum and the City of Memphis and Shelby County are responsible for the capital needs of the facility to maintain it as a first class NBA Arena. The original financing of the facility included a \$10 million Capital Reserve Fund. This fund has been used judiciously during the first eleven years but is expected to be exhausted within the next two years. The Memphis Grizzlies have had a facility assessment prepared that indicates substantial capital needs going forward as the building ages. Over the next few months, we will be working closely with the Memphis Grizzlies to assess projected needs.

### **Veteran's Home: \$2,000,000**

Shelby County will contribute a \$2 million share toward construction of a \$30.1 million, 140 bed facility that would care for veterans who reside in West Tennessee. Sixty-five percent (65%) of the cost will be funded by the Veteran's Administration and thirty-five percent (35%) will be funded by the State of Tennessee, Private Donations and Shelby County. Forty (40) acres will be required for the facility.

### **HVAC Retrofit & Replacement for Agricenter: \$2,250,000**

The project is to replace 31 Rooftop units which were installed in 1985 and make modifications to the installation to be code compliant with new mechanical and plumbing codes. The new units will be high efficiency units with night setback controls and proper ventilation rates to meet ASHRAE standards. The existing air distribution system in the facility will be modified to maintain space setpoints in the dome area. The existing gas piping on the roof will be braced to meet the seismic requirements of the Code. The existing condensate drains, which presently drain directly on the roof will be modified to drain the condensate into the sewer system per code. A new DDC energy management control system will be install to monitor and schedule the HVAC system. The new system with the high efficiency units and control system will reduce the energy use by approximately \$30,000 per year.

### **Shelby Farms Conservancy Storage Building: \$125,000 (FY18 - \$1,300,000)**

The Shelby Farms Park Conservancy currently utilizes an old barn on Haley Road to store maintenance vehicles and equipment and displays from "Starry Nights" and other park attractions. The barn is a wooden structure that is over 75 years old. The barn is in extreme disrepair: the roof has failed, the walls have warped beyond repair; most windows are broken. The building has no insulation and is unsafe for the employees. This project involves demolition of the existing barn, architectural/engineering consultant services for design of a new structure at the current location, and construction of a new insulated metal building to accommodate the maintenance and storage needs of the Conservancy. The warehouse is approximately 6,800 ft. with cost per square foot is approximately \$190/ft due to a building height of 20 feet to accommodate the "Starry Nights" exhibits, jib crane, equipment lift, multi-process welder, 1/3 of building is fully conditioned with ADA compliant restrooms for maintenance staff. Plus, the total cost includes new paving around the perimeter of the building.

**Contingency: \$1,000,000** - Included for all years.

## **Schools**

### **Schools: \$16,000,000**

Projects to be determined pending development of long-term plan based on facility assessment.

## Capital Assets/Projects Budgeted In Other Funds in FY17

Listed below are capital asset acquisitions or construction projects that have been budgeted for FY17 but will not be funded from CIP. The specific fund and nature of the expenditure is indicated for each.

Amount	Division/Fund	Description of Planned Expenditures:
60,600	Information Technology Svcs	Exagrid Backup expansion
84,400	Public Works	Heavy & Other Equip., Infrastructure
17,000	Health Services	Electronics & Other Equipment
1,023,813	Sheriff	Vehicle Maintenance, Electronic & Comp. Equip.
35,000	Juvenile Court	Youth Services Passenger Vehicles (Vans)
<b>\$ 1,220,813</b>	<b>Total General Fund</b>	
64,900	Roads & Bridges Fund	Utility/Other Vehicles, Land, & Right of Way
4,725,600	Roads & Bridges Fund	Asphalt Paving - Infrastructure
18,757	Register DP Fund	Electronic & Computer Equipment
224,000	Vector Control Fund	Utility Vehicles
11,338	General Sessions Criminal	Electronic & Computer Equipment
15,000	Criminal Court Clerk	Electronic & Computer Equipment
30,000	Sheriff ALERT Fund	Passenger Vehicles & Utility Vehicles
645,000	Sheriff Narcotics Fund	Electronic & Computer Equipment, Vehicles
300,000	Storm Water Fund	Construction Contracts
<b>\$ 6,034,595</b>	<b>Total Special Revenue Fund</b>	
25,000	CAO - Office of Preparedness	Electronic & Computer Equipment, Other equipment for Homeland Security
370,000	Planning & Development	Bicycle/Pedestrian automated counters, Electronic & Computer Equipment, and Land Improvements
12,650,000	Public Works	Congestion Management Projects (CMAQ Grants)
1,846,535	Public Works	Roads & Bridges Maintenance Grant 766 (Paving)
485,000	Public Works	STP Resurfacing Projects (Raleigh LaGrange, Macon, Houston Levee, Pisgah)
1,000,000	Public Works	Chickasaw Basin Authority Fund 863
5,138,058	Sheriff	Next Generation 911 CAD System Fund 264, Justice Assistance Grant (Homeland Security)
226,500	Health Services	Electronic & Computer Equipment, Air Pollution Grants
<b>\$ 21,741,093</b>	<b>Total Grant Funds</b>	
140,000	Fire Department	4 New Vehicles, Utility/Other Vehicles
400,000	Fire Department	Fire Station 61 & 62 Renovations/Major Repairs
366,000	Corrections	Vehicles, Heavy Equip., Electronic & Comp. Equip.
2,000,000	Corrections	Main Entrance Building & Women's Building Roofs
<b>\$ 2,906,000</b>	<b>Total Enterprise Funds</b>	
385,000	Fleet Vehicle Replacement Fund	Utility/Other Vehicle Purchases
<b>\$ 385,000</b>	<b>Total Internal Service Funds</b>	
<b>\$ 32,287,501</b>	<b>Total Capital Asset Acquisitions/Projects Not Funded from CIP</b>	



# Shelby County Capital Improvement Plan Buildings and Property Project Summary

FY 2017-2021

PROJECT ALLOCATIONS BY YEAR						
PROJECT TITLE:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
<b><u>Admin Buildings and Public Works</u></b>						
ADA - Title 2 Compliance: Building Upgrades	250,000	250,000	250,000	250,000	250,000	1,250,000
ADA - Title 2 Compliance: Sidewalks	-	100,000	-	-	-	100,000
160 N Main Roof Replacement (Vasco A Smith)	40,000	260,000	-	-	-	300,000
Relocation of Election Commission & Archives	-	-	-	-	1,700,000	1,700,000
Employee Parking Garage/Area	-	-	1,500,000	-	15,000,000	16,500,000
1075 Mullins Station Office Renovation (PEAB)	160,000	2,200,000	-	-	-	2,360,000
Total Health Wellness On-Site Health Clinic	175,000	-	-	-	-	175,000
1060 Madison Renovation	3,200,000	-	-	-	-	3,200,000
<b><u>Criminal Justice</u></b>						
Land/Mobile Radio for City/County	1,000,000	8,000,000	12,000,000	-	-	21,000,000
Training Academy Expansion	-	-	200,000	2,000,000	-	2,200,000
Interior Renovation of Criminal Justice Center	-	5,000,000	5,000,000	5,000,000	-	15,000,000
Jail Roof Replacement	25,000	275,000	-	-	-	300,000
Sheriff Ceremony & Parade Field	-	-	-	-	200,000	200,000
Radio Shop Expansion	275,000	-	-	-	-	275,000
<b><u>Courts</u></b>						
Juvenile Court (JC) Gymnasium Expansion	-	-	220,000	3,000,000	-	3,220,000
Courthouse Restoration (140 Adams)	-	-	-	-	225,000	225,000
Replacement Roof (JC)	450,000	-	-	-	-	450,000
Renovation to Centralized Records/Court Files	-	-	-	-	310,382	310,382
<b><u>Health</u></b>						
Raleigh/Frayser Community Wellness Center	-	158,500	3,000,000	-	-	3,158,500
814 Jefferson Renovation	1,200,000	-	19,900,000	-	-	21,100,000
Health Admin Relocation	1,000,000	-	-	-	-	1,000,000
<b>Project Totals</b>	<b>\$ 7,775,000</b>	<b>\$ 16,243,500</b>	<b>\$ 42,070,000</b>	<b>\$ 10,250,000</b>	<b>\$ 17,685,382</b>	<b>\$ 94,023,882</b>

FUNDING SOURCES AND ALLOCATION TYPES						
PROJECT ALLOCATIONS:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
7003 Electronic & Computer Equip.	-	-	250,000	-	-	250,000
7009 Other Equipment	-	-	250,000	-	-	250,000
7011 Buildings & Improvements	1,275,000	2,200,000	2,500,000	-	16,050,000	22,025,000
7072 CIP-Architectural & Eng Svcs	225,000	418,500	1,920,000	-	225,000	2,788,500
7075 CIP-Demolition & Site Preparation	-	-	-	-	75,000	75,000
7076 CIP-Construction Contracts	5,275,000	5,625,000	25,150,000	10,250,000	1,100,000	47,400,000
7077 CIP-Major Equip/Components	1,000,000	8,000,000	12,000,000	-	171,273	21,171,273
7081 CIP-Supplies and Materials	-	-	-	-	64,109	64,109
<b>Total Project Cost</b>	<b>\$ 7,775,000</b>	<b>\$ 16,243,500</b>	<b>\$ 42,070,000</b>	<b>\$ 10,250,000</b>	<b>\$ 17,685,382</b>	<b>\$ 94,023,882</b>
Other	-	-	-	-	-	-
County Pay-As-You-Go	\$ 7,775,000	\$ 16,243,500	\$ 42,070,000	\$ 10,250,000	\$ 17,685,382	94,023,882
<b>Total Project Funding</b>	<b>\$ 7,775,000</b>	<b>\$ 16,243,500</b>	<b>\$ 42,070,000</b>	<b>\$ 10,250,000</b>	<b>\$ 17,685,382</b>	<b>\$ 94,023,882</b>
<b>County Share of Allocations:</b>	<b>\$ 7,775,000</b>	<b>\$ 16,243,500</b>	<b>\$ 42,070,000</b>	<b>\$ 10,250,000</b>	<b>\$ 17,685,382</b>	<b>\$ 94,023,882</b>



# Shelby County Capital Improvement Plan Information Technology Projects Summary

FY 2017-2021

PROJECT ALLOCATIONS BY YEAR						
PROJECT TITLE:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Voting Machines	-	-	-	1,200,000	-	\$ 1,200,000
ERP Replacement	-	-	-	3,000,000	-	3,000,000
iCJIS - Electronic Filing-System Enhancements	-	350,000	-	-	-	350,000
Renovations at East Data Center	-	3,000,000	-	-	-	3,000,000
Out of Region Disaster Recovery Warm Site	500,000	-	-	-	-	500,000
Countywide Planimetric Digital Data	1,100,000	-	-	-	-	1,100,000
Single Sign On Management	350,000	-	-	-	-	350,000
Core Infrastructure Refresh	-	-	-	2,000,000	-	2,000,000
JC - Electronic Medical Records System	350,000	-	-	-	-	350,000
Sheriff - Body/Vehicle Cameras and Vehicle Locators	2,500,000	-	-	-	-	2,500,000
Courtroom Technology Upgrades	-	750,000	-	-	-	750,000
Lodox Body Imaging System	441,585	-	-	-	-	441,585
Data Governance: Risk & Management Compliance	-	-	-	300,000	-	300,000
Data Governance: System Access Control	-	300,000	-	-	-	300,000
Enhanced Data Encryption	200,000	-	-	-	-	200,000
Security Incident & Event Management	250,000	-	-	-	-	250,000
Jail Fiber-Optic Cable	-	200,000	-	-	-	200,000
ESM Voter Registration System Replacement	1,000,000	-	-	-	-	1,000,000
<b>Project Totals</b>	<b>\$ 6,691,585</b>	<b>\$4,600,000</b>	<b>\$ -</b>	<b>\$ 6,500,000</b>	<b>\$ -</b>	<b>\$ 17,791,585</b>

FUNDING SOURCES AND ALLOCATION TYPES						
PROJECT ALLOCATIONS:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
7003 Electronic & Computer Equip.	6,226,585	650,000	-	6,500,000	-	\$ 13,376,585
7009 Other Equipment	415,000	-	-	-	-	415,000
7024 - Infrastructure-Other	-	200,000	-	-	-	200,000
7072 CIP-Architectural & Eng Svcs	-	220,000	-	-	-	220,000
7074 CIP-Other Pro & Tech Svcs	50,000	-	-	-	-	50,000
7076 CIP-Construction Contracts	-	2,780,000	-	-	-	2,780,000
7077 CIP - Major Equipment/Components	-	750,000	-	-	-	750,000
<b>Total Project Cost</b>	<b>\$ 6,691,585</b>	<b>\$4,600,000</b>	<b>\$ -</b>	<b>\$ 6,500,000</b>	<b>\$ -</b>	<b>\$ 17,791,585</b>
PROJECT FUNDING SOURCES:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Other	-	-	-	-	-	\$ -
County Pay-As-You-Go	\$6,691,585	\$4,600,000	-	6,500,000	-	17,791,585
<b>Total Project Funding</b>	<b>\$ 6,691,585</b>	<b>\$4,600,000</b>	<b>\$ -</b>	<b>\$ 6,500,000</b>	<b>\$ -</b>	<b>\$ 17,791,585</b>
<b>County Share of Allocations:</b>	<b>\$ 6,691,585</b>	<b>\$4,600,000</b>	<b>\$ -</b>	<b>\$ 6,500,000</b>	<b>\$ -</b>	<b>\$ 17,791,585</b>



# Shelby County Capital Improvement Plan Roads and Bridges Project Summary

FY 2017-2021

PROJECT ALLOCATIONS BY YEAR						
PROJECT TITLE:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Holmes Road	\$ -	\$ -	\$ -	\$ 350,000	\$ 9,000,000	\$ 9,350,000
Walnut Grove Road Expansion	1,000,000	1,000,000	-	11,450,000	-	13,450,000
Macon Road	1,500,000	-	1,800,000	-	17,350,000	20,650,000
Houston Levee	1,500,000	-	-	-	14,400,000	15,900,000
Hacks Cross	1,500,000	1,000,000	18,000,000	-	-	20,500,000
Benjestown Road	-	-	-	2,700,000	-	2,700,000
<b>Project Totals</b>	<b>\$ 5,500,000</b>	<b>\$ 2,000,000</b>	<b>\$ 19,800,000</b>	<b>\$ 14,500,000</b>	<b>\$ 40,750,000</b>	<b>\$ 82,550,000</b>

FUNDING SOURCES AND ALLOCATION TYPES						
PROJECT ALLOCATIONS:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
7071 CIP-Land & Right-of-Way	\$ -	\$ -	\$ 1,800,000	\$ 350,000	\$ -	\$ 2,150,000
7072 CIP-Architectural & Eng Svcs	5,500,000	1,000,000	-	-	9,000,000	15,500,000
7076 CIP-Construction Contracts	-	-	18,000,000	14,150,000	31,750,000	63,900,000
7012 Land	-	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
<b>Total Project Cost</b>	<b>\$ 5,500,000</b>	<b>\$ 2,000,000</b>	<b>\$ 19,800,000</b>	<b>\$ 14,500,000</b>	<b>\$ 40,750,000</b>	<b>\$ 82,550,000</b>
PROJECT FUNDING SOURCES:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Federal Funding	4,125,000	1,500,000	14,850,000	8,867,500	31,012,500	\$ 60,355,000
Other (Please Specify)	-	-	-	2,160,000	-	\$ 2,160,000
County Funding - Pay-As-You Go	1,375,000	500,000	4,950,000	3,472,500	9,737,500	\$ 20,035,000
<b>Total Project Funding</b>	<b>\$ 5,500,000</b>	<b>\$ 2,000,000</b>	<b>\$ 19,800,000</b>	<b>\$ 14,500,000</b>	<b>\$ 40,750,000</b>	<b>\$ 82,550,000</b>
<b>County Share of Allocations:</b>	<b>\$ 1,375,000</b>	<b>\$ 500,000</b>	<b>\$ 4,950,000</b>	<b>\$ 3,472,500</b>	<b>\$ 9,737,500</b>	<b>\$ 20,035,000</b>





# Shelby County Capital Improvement Plan Community Projects Summary

FY 2017-2021

PROJECT ALLOCATIONS BY YEAR						
PROJECT TITLE:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Veteran's Home Project	2,000,000	-	-	-	-	2,000,000
Show Place Arena Renovations	-	3,500,000	-	-	-	3,500,000
FedEx Forum Maintenance	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,000,000
HVAC Retrofit & Replacement for Agricenter	2,250,000	-	-	-	-	2,250,000
Shelby Farms Conservancy Storage Building	125,000	1,300,000	-	-	-	1,425,000
Contingency	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Project Totals</b>	<b>\$ 7,375,000</b>	<b>\$ 8,800,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 28,175,000</b>

FUNDING SOURCES AND ALLOCATION TYPES						
PROJECT ALLOCATIONS:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
7071 CIP-Land & Right-of-Way	-	-	-	-	-	-
7072 CIP-Architectural & Eng Svcs	2,275,000	3,000,000	3,000,000	3,000,000	3,000,000	14,275,000
7076 CIP-Construction Contracts	4,100,000	4,800,000	-	-	-	8,900,000
7079 CIP-Other Project Costs	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Total Project Cost</b>	<b>\$ 7,375,000</b>	<b>\$ 8,800,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 28,175,000</b>
PROJECT FUNDING SOURCES:	FY2017	FY2018	FY2019	FY2020	FY2021	5 Year Total
Federal Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
County Funding - Pay-As-You Go	7,375,000	8,800,000	4,000,000	4,000,000	4,000,000	28,175,000
<b>Total Project Funding</b>	<b>\$ 7,375,000</b>	<b>\$ 8,800,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 28,175,000</b>
<b>County Share of Allocations:</b>	<b>\$ 7,375,000</b>	<b>\$ 8,800,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,000,000</b>	<b>\$ 28,175,000</b>



# Shelby County Capital Improvement Plan Schools Summary

FY 2017-2021

PROJECT ALLOCATIONS BY YEAR						
<b>PROJECT TITLE:</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>5 Year Total</b>
Schools	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 80,000,000
<b>Project Totals</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 80,000,000</b>

FUNDING SOURCES AND ALLOCATION TYPES						
<b>PROJECT ALLOCATIONS:</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>5 Year Total</b>
Construction	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 80,000,000
<b>Total Allocations</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 80,000,000</b>
<b>PROJECT FUNDING:</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>5 Year Total</b>
Wheel Tax	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 16,000,000	\$ 80,000,000
<b>Total Funding</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 80,000,000</b>

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# **APPENDIX**

## **Summary by Fund/Division/Department**



## **FY17 PROPOSED BUDGET**

**SHELBY COUNTY GOVERNMENT  
EXHIBIT A - FY17 PROPOSED OPERATING BUDGET**

ACCT DESCRIPTION	GENERAL FUND	EDUCATION FUND	DEBT SERVICE FUND	ENTERPRISE FUNDS	SPECIAL REVENUE FUNDS	GRANT FUNDS	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
40 - Property Taxes	(254,833,000)	(376,081,000)	(137,960,000)	-	-	-	-	(768,874,000)
41 - Other Local Taxes	(33,989,000)	(23,890,000)	(12,268,000)	-	(21,460,000)	-	-	(91,607,000)
43 - Intergovernmental Revenues-State	(21,687,200)	-	-	(49,150,345)	(9,375,000)	(67,397,558)	-	(147,610,103)
44 - Intergovernmental Revenues-Federal	(7,619,417)	-	(1,109,586)	(2,378,810)	(40,000)	(24,340,955)	-	(35,488,768)
45 - Charges for Services	(3,326,941)	-	(225,750)	(956,578)	(1,036,360)	(1,553,000)	(8,896,618)	(15,995,247)
46 - Fines, Fees & Permits	(64,161,000)	-	-	(26,580,000)	(6,325,455)	(399,040)	-	(97,465,495)
47 - Other Revenue	(303,200)	-	(531,700)	(19,000)	(1,934,000)	(3,298,902)	-	(6,086,801)
48 - Investment Income	(398,500)	-	(500,000)	(16,800)	(46,050)	(45,300)	-	(1,006,650)
<b>Total Revenue Sources</b>	<b>(386,318,258)</b>	<b>(399,971,000)</b>	<b>(152,595,036)</b>	<b>(79,101,533)</b>	<b>(40,216,865)</b>	<b>(97,034,754)</b>	<b>(8,896,618)</b>	<b>(1,164,134,065)</b>
94 - Other Financial Sources	(700,000)	-	-	(55,000)	(20,000)	(80,000)	-	(855,000)
99 - Planned Use of Fund Balance	-	-	(3,870,121)	(1,304,350)	(7,810,850)	(1,330,036)	-	(14,315,357)
96 - Operating Transfers In	(1,789,545)	-	-	(10,400,000)	-	(3,861,468)	-	(16,051,013)
<b>TOTAL APPROPRIATION SOURCES</b>	<b>(388,807,803)</b>	<b>(399,971,000)</b>	<b>(156,465,157)</b>	<b>(90,860,883)</b>	<b>(48,047,715)</b>	<b>(102,306,258)</b>	<b>(8,896,618)</b>	<b>(1,195,355,435)</b>
51 - Salaries-Regular Pay	205,026,985	-	-	43,288,512	7,376,926	25,454,143	1,118,992	282,265,558
52 - Salaries-Other Compensation	14,153,873	-	-	4,703,197	764,758	669,146	22,166	20,313,140
55 - Fringe Benefits	78,210,873	-	-	16,852,148	2,678,435	9,765,140	392,595	107,899,190
56 - Vacancy Savings	(19,619,707)	-	-	(2,981,799)	(118,067)	(1,608,323)	(50,000)	(24,377,896)
<b>TOTAL SALARIES</b>	<b>277,772,024</b>	<b>-</b>	<b>-</b>	<b>61,862,057</b>	<b>10,702,051</b>	<b>34,280,106</b>	<b>1,483,753</b>	<b>386,099,991</b>
60 - Supplies & Materials	8,783,963	-	-	3,016,666	2,437,765	3,267,871	3,234,312	20,740,577
64 - Services & Other Expenses	10,739,936	-	350,000	875,361	1,205,744	13,732,793	548,940	27,452,773
66 - Professional & Contracted Services	33,884,946	-	190,000	12,811,950	3,308,905	23,597,624	198,206	73,991,630
67 - Rent, Utilities & Maintenance	15,942,029	-	-	3,138,467	929,406	1,294,123	2,993,528	24,297,552
68 - Interfund Services	(705,919)	-	-	5,395,961	2,358,925	2,957,419	52,880	10,059,266
70 - Capital Asset Acquisitions	1,220,813	-	-	2,906,000	6,034,595	21,741,093	385,000	32,287,501
95 - Contingencies & Restrictions	(5,835,070)	-	-	(200,000)	-	-	-	(6,035,070)
<b>TOTAL OPERATING &amp; MAINTENANCE</b>	<b>64,030,698</b>	<b>-</b>	<b>540,000</b>	<b>27,944,404</b>	<b>16,275,339</b>	<b>66,590,923</b>	<b>7,412,865</b>	<b>182,794,230</b>
<b>80 - DEBT SERVICE EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>149,245,157</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>149,245,157</b>
<b>89 - AFFILIATED ORGANIZATIONS</b>	<b>29,108,729</b>	<b>399,971,000</b>	<b>-</b>	<b>-</b>	<b>20,821,100</b>	<b>-</b>	<b>-</b>	<b>449,900,829</b>
<b>90 - GRANTS TO NON-PROFITS</b>	<b>4,300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,300,000</b>
<b>98 - OPERATING TRANSFERS OUT</b>	<b>13,596,352</b>	<b>-</b>	<b>6,680,000</b>	<b>667,423</b>	<b>247,693</b>	<b>1,428,079</b>	<b>-</b>	<b>22,619,547</b>
<b>99 - PLANNED INCREASE TO FUND BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>386,999</b>	<b>1,532</b>	<b>7,150</b>	<b>-</b>	<b>395,681</b>
<b>TOTAL APPROPRIATED USES</b>	<b>388,807,803</b>	<b>399,971,000</b>	<b>156,465,157</b>	<b>90,860,883</b>	<b>48,047,715</b>	<b>102,306,258</b>	<b>8,896,618</b>	<b>1,195,355,435</b>

**Shelby County Government**  
**Proposed Budget for Fiscal Year 2017**  
**GENERAL FUND EXPENDITURES**

FUND	DEPT	DEPARTMENT NAME	FY 17 SOURCES	FY 17 USES	FTE
<b><u>DIVISION OF ADMINISTRATION &amp; FINANCE</u></b>					
010	2001	Mayor	\$ -	\$ 576,467	5.0
010	2002	Public Affairs/Mayor's Action	-	496,522	6.0
010	2003	CAO	-	3,080,732	18.9
010	2009	County Attorney	(500)	3,766,519	34.5
010	2011	Director-Admin. & Finance	-	883,775	6.0
010	2012	Central Operations	(304,943,000)	31,204,449	-
010	2013	County Grants	-	1,300,000	-
010	2014	Human Resources	(668,853)	4,494,166	60.0
010	2017	Purchasing	(500)	690,764	9.0
010	2025	Finance	-	2,596,526	32.0
010	2028	Board of Equalization	-	363,135	2.0
<b><i>Total Division of Administration &amp; Finance</i></b>			<b><u>\$ (305,612,853)</u></b>	<b><u>\$ 49,453,054</u></b>	<b><u>173.4</u></b>
<b><u>DIVISION OF INFORMATION TECHNOLOGY SERVICES</u></b>					
010	2501	Chief Information Officer	\$ (193,106)	\$ 367,300	2.0
010	2502	IT Operations	(1,700,000)	10,783,163	82.0
<b><i>Total Division of Information Tech Services</i></b>			<b><u>\$ (1,893,106)</u></b>	<b><u>\$ 11,150,464</u></b>	<b><u>84.0</u></b>
<b><u>DIVISION OF PLANNING &amp; DEVELOPMENT</u></b>					
010	2710	Housing	\$ (5,000)	\$ 431,315	4.0
<b><i>Total Division of Planning &amp; Development</i></b>			<b><u>\$ (5,000)</u></b>	<b><u>\$ 431,315</u></b>	<b><u>4.0</u></b>
<b><u>DIVISION OF PUBLIC WORKS</u></b>					
006	3016	Parks & Grounds Maintenance	\$ (25,000)	\$ 25,000	-
010	3001	Director & Staff- Public Works	(35,170)	554,746	2.0
010	3004	Environmental Programs	(375,000)	461,345	2.0
010	3016	Parks & Grounds Maintenance	(622,717)	4,670,754	12.0
010	3073	Support Services	(2,741,959)	18,612,480	144.0
014	3004	Environmental Programs	-	112,466	1.0
<b><i>Total Division of Public Works</i></b>			<b><u>\$ (3,799,846)</u></b>	<b><u>\$ 24,436,791</u></b>	<b><u>161.0</u></b>
<b><u>DIVISION OF HEALTH SERVICES</u></b>					
010	4001	Health Services Director	\$ -	\$ 109,744	5.0
010	4002	Forensic Services	(810,000)	3,967,183	-
010	4003	Admin. & Finance	(1,867,016)	1,079,628	23.3
010	4004	Environmental Health Services	(1,825,000)	4,020,343	39.0
010	4005	Community Health	(875,000)	2,975,460	19.8
010	4006	Health Planning and Promotion	-	510,759	6.0
010	4007	Inmate Medical Care	-	12,533,416	3.0
010	4008	Public Health Safety	(604,900)	4,463,167	51.0
<b><i>Total Division of Health Services</i></b>			<b><u>\$ (5,981,916)</u></b>	<b><u>\$ 29,659,702</u></b>	<b><u>147.1</u></b>

**Shelby County Government**  
**Proposed Budget for Fiscal Year 2017**  
**GENERAL FUND EXPENDITURES**

FUND	DEPT	DEPARTMENT NAME	FY 17 SOURCES	FY 17 USES	FTE
<b><u>DIVISION OF COMMUNITY SERVICES</u></b>					
010	4801	Director of Community Services	\$ -	\$ 1,239,862	10.0
010	4804	Community & Diversion Services	-	2,070,000	-
010	4806	Crime Victims Center	(565,000)	1,643,010	12.0
010	4811	Pretrial Services	(260,000)	3,985,375	73.0
		<b>Total Division of Community Services</b>	<b>\$ (825,000)</b>	<b>\$ 8,938,248</b>	<b>95.0</b>
<b><u>SHERIFF</u></b>					
031	6101	Sheriff's Staff	\$ -	\$ 985,547	10.0
031	6102	Planning & Research	(25,000)	4,346,298	14.0
031	6104	Finance	-	1,696,762	10.0
031	6105	Information Systems	(725,000)	12,170,847	148.0
031	6109	CAO	(2,500)	(9,376,690)	4.0
031	6201	Chief Deputy	(1,451,500)	3,289,042	40.0
031	6202	Fugitive	(20,000)	6,847,732	82.0
031	6203	Detectives	-	4,672,337	48.0
031	6204	Special Operations	-	9,353,987	106.0
031	6205	Uniform Patrol	(500,000)	23,507,635	249.0
031	6206	Courts	(389,000)	18,491,812	177.0
031	6208	Training Academy	-	3,075,821	30.0
031	6301	Jail Administration	(1,905,000)	10,254,490	28.0
031	6302	Jail Security	(171,981)	74,969,950	1,077.0
031	6303	Jail Programs	-	4,126,598	57.0
		<b>Total Sheriff</b>	<b>\$ (5,189,981)</b>	<b>\$ 168,412,166</b>	<b>2,080.0</b>
<b><u>JUDICIAL DIVISION</u></b>					
010	7080	Public Defender	\$ (5,261,700)	\$ 12,463,057	130.0
010	7085	Divorce Referee	(275,000)	608,379	5.5
010	7087	Jury Commission	-	873,712	5.0
032	7011	Chancery Court	(2,795,000)	1,568,107	22.5
033	7021	Circuit Court	(2,748,000)	2,779,009	40.0
034	7031	Criminal Court	(4,162,500)	4,998,666	83.0
035	7041	General Sessions Court	(9,982,000)	14,568,404	186.3
036	7051	Probate Court	(584,000)	1,290,010	14.0
037	7061	Juvenile Court Judge	(71,688)	10,577,035	131.7
037	7071	Juvenile Court Clerk	(1,234,323)	4,092,365	58.0
038	7090	Attorney General	-	10,000,327	109.2
		<b>Total Judicial</b>	<b>\$ (27,114,211)</b>	<b>\$ 63,819,073</b>	<b>785.2</b>
<b><u>OTHER ELECTED OFFICIALS</u></b>					
010	8009	Election Commission	\$ (22,500)	\$ 4,040,534	20.5
016	8006	County Clerk - MVR Supplies	(65,000)	65,000	-
040	8006	County Clerk	(10,820,000)	5,312,736	91.0
041	8007	Register	(3,604,000)	1,807,893	24.0
042	8008	Trustee	(23,852,890)	7,165,502	68.5
043	8004	Assessor	(21,500)	10,714,210	143.0
044	8002	Legislative Operations	-	2,301,866	25.0
044	8003	Equal Opportunity Compliance	-	749,251	9.0
044	8001	Commissioner's Contingency	-	350,000	-
		<b>Total Other Elected Officials</b>	<b>\$ (38,385,890)</b>	<b>\$ 32,506,991</b>	<b>381.0</b>
<b>TOTAL GENERAL FUND APPROPRIATIONS</b>			<b>\$ (388,807,803)</b>	<b>\$ 388,807,803</b>	<b>3,910.7</b>

**Shelby County Government**  
**Adopted Budget for Fiscal Year 2017**  
**DEBT SERVICE AND EDUCATION FUNDS**

FUND	DEPT	DEPARTMENT NAME	FY 17 SOURCES	FY 17 USES	FTE
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**Debt Service Fund**

901	9201	Public Improvements	(154,823,871)	40,250,502	-
901	9202	Schools	(1,109,586)	113,395,555	-
902	9201	87 Economic Development	(84,450)	4,400	-
903	9201	88 Economic Development	(447,250)	19,300	-
904	9202	Rural School Bonds	-	2,795,400	-
<b>Total Debt Service Fund</b>			<b>(156,465,157)</b>	<b>156,465,157</b>	<b>-</b>

**Education Fund**

061	9101	<u>Sources of Funds:</u>			
		Property Taxes	(375,981,000)		
		Other Local Taxes	(23,990,000)		
 <u>Distribution of Funds:</u>					
		8955 - Shelby County Schools		311,137,441	-
		8948 - Millington Municipal Schools		7,519,455	-
		8947 - Lakeland Municipal Schools		2,479,820	-
		8946 - Germantown Municipal Schools		16,958,770	-
		8945 - Collierville Municipal Schools		22,918,338	-
		8944 - Bartlett Municipal Schools		24,278,240	-
		8943 - Arlington Municipal Schools		14,678,936	-
<b>Total Education Fund</b>			<b>\$ (399,971,000)</b>	<b>\$ 399,971,000</b>	<b>-</b>



**Shelby County Government**  
**Adopted Budget for Fiscal Year 2017**  
**ENTERPRISE FUNDS**

FUND	DEPT	DEPARTMENT NAME	FY 17 SOURCES	FY 17 USES	FTE
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**CODES ENFORCEMENT FUND**

950	2701	Director-Planning & Development	(3,000,000)	980,603	6.0
950	2702	Local Planning	(255,450)	925,430	12.0
950	2708	Codes Enforcement	(7,712,800)	8,966,066	98.0
950	2711	Regional Services	-	96,151	-
<b>Total Codes Enforcement Fund</b>			<b>(10,968,250)</b>	<b>10,968,250</b>	<b>116.0</b>

**FIRE SERVICES FUND**

954	3008	Fire Services Fund	(19,606,938)	19,606,938	169.0
<b>Total Fire Services Fund</b>			<b>(19,606,938)</b>	<b>19,606,938</b>	<b>169.0</b>

**CORRECTIONS FUND**

956	3501	Corrections Administration	(60,235,695)	29,844,080	133.0
956	3505	Correction Center Facility	(50,000)	30,441,615	505.0
<b>Total Corrections Fund</b>			<b>(60,285,695)</b>	<b>60,285,695</b>	<b>638.0</b>

<b>TOTAL ENTERPRISE FUND APPROPRIATIONS</b>			<b>\$ (90,860,883)</b>	<b>\$ 90,860,883</b>	<b>923.0</b>
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**Shelby County Government**  
**Adopted Budget for Fiscal Year 2017**  
**SPECIAL REVENUE FUNDS**

FUND	DEPT	DEPARTMENT NAME	FY 17 SOURCES	FY 17 USES	FTE
<b><u>Hotel Motel Tax Fund</u></b>					
073	2012	Hotel Motel Tax Fund	\$ (17,621,100)	\$ 17,621,100	-
<b><u>Car Rental Tax Fund</u></b>					
074	2012	Car Rental Tax Fund	(2,200,000)	2,200,000	-
<b><u>Economic Development Fund</u></b>					
092	2012	Economic Development Fund	(3,000,000)	3,000,000	-
<b><u>Roads and Bridges Fund</u></b>					
071	3010	Roads & Bridges	(14,397,793)	14,399,208	89.1
071	3021	Roads & Bridges - Waste Management	(160,000)	158,585	2.0
		<b>Total Roads and Bridges Fund</b>	<b>(14,557,793)</b>	<b>14,557,793</b>	<b>91.1</b>
<b><u>Stormwater Fees Fund</u></b>					
093	3004	Stormwater Fees Fund	(1,196,580)	1,196,580	1.9
<b><u>Health Services Restricted Funds</u></b>					
081	4004	Air Pollution Fund	(1,001,250)	1,001,250	9.8
082	4004	Vector Control Fund	(4,024,131)	4,024,131	47.0
083	4004	Air Emissions Fund	(157,709)	157,709	-
		<b>Total Health Services Funds</b>	<b>(5,183,090)</b>	<b>5,183,090</b>	<b>56.8</b>
<b><u>Sheriff Forfeitures Funds</u></b>					
088	6204	SCSO DUI Vehicle Seizures	(30,000)	30,000	-
089	6203	ALERT Fund	(126,560)	126,560	-
090	6204	Sheriff Narcotics Federal	(502,000)	502,000	-
091	6204	Sheriff Narcotics State	(1,905,700)	1,905,700	-
097	6204	SCSO DUI Blood Tests	-	-	-
		<b>Total Sheriff Forfeitures Funds</b>	<b>(2,564,260)</b>	<b>2,564,260</b>	<b>-</b>
<b><u>Data Processing Funds</u></b>					
084	7041	Gen Sess Court Clerk DP Fund	(620,134)	620,134	-
085	7031	Criminal Court Clerk DP Fees	(115,800)	115,800	-
076	8007	Register DP Fees	(288,400)	288,400	-
		<b>Total Data Processing Fees Funds</b>	<b>(1,024,334)</b>	<b>1,024,334</b>	<b>-</b>
<b><u>Drug-DUI Treatment Funds</u></b>					
094	7041	Veteran's Court	(50,000)	50,000	-
095	7041	DUI Treatment Fines	(51,000)	51,000	-
096	7041	General Sessions Drug Court	(599,558)	599,558	5.0
		<b>Total Drug-DUI Treatment Funds</b>	<b>(700,558)</b>	<b>700,558</b>	<b>5.0</b>
<b>TOTAL SPECIAL REVENUE FUND APPROPRIATIONS</b>			<b>\$ (48,047,715)</b>	<b>\$ 48,047,715</b>	<b>154.8</b>

**Shelby County Government**  
**Adopted Budget for Fiscal Year 2017**  
**GRANT FUNDS**

DIVISION	FY 17 SOURCES	FY 17 USES	FTE
Administration & Finance	\$ (2,087,663)	\$ 2,087,663	4.1
Planning & Development	(11,218,321)	11,218,322	24.0
Public Works	(18,745,025)	18,745,025	5.0
Corrections	(511,333)	511,333	1.0
Health Services	(28,593,894)	28,593,893	347.4
Community Services	(30,246,659)	30,246,658	111.0
Sheriff	(5,725,106)	5,725,106	1.0
Judicial	(5,178,258)	5,178,258	46.1
<b>TOTAL GRANT FUND APPROPRIATIONS</b>	<b>\$ (102,306,258)</b>	<b>\$ 102,306,258</b>	<b>539.6</b>

**Shelby County Government**  
**Adopted Budget for Fiscal Year 2017**  
**INTERNAL SERVICE FUNDS**

FUND	DEPT	DEPARTMENT NAME	FY 17 SOURCES	FY 17 USES	FTE
<b><u>Information Technology - Internal Services</u></b>					
962	2515	IT Internal Services	\$ (4,735,647)	\$ 4,735,647	5.0
<b><u>Public Works - Internal Services</u></b>					
959	3019	Fleet Replacement Fund	\$ (385,000)	\$ 385,000	-
960	3019	Fleet Services	(3,775,971)	3,775,971	15.0
		<b><i>Total PW Internal Services</i></b>	<b>\$ (4,160,971)</b>	<b>\$ 4,160,971</b>	<b>15.0</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>			<b>\$ (8,896,618)</b>	<b>\$ 8,896,618</b>	<b>20.0</b>